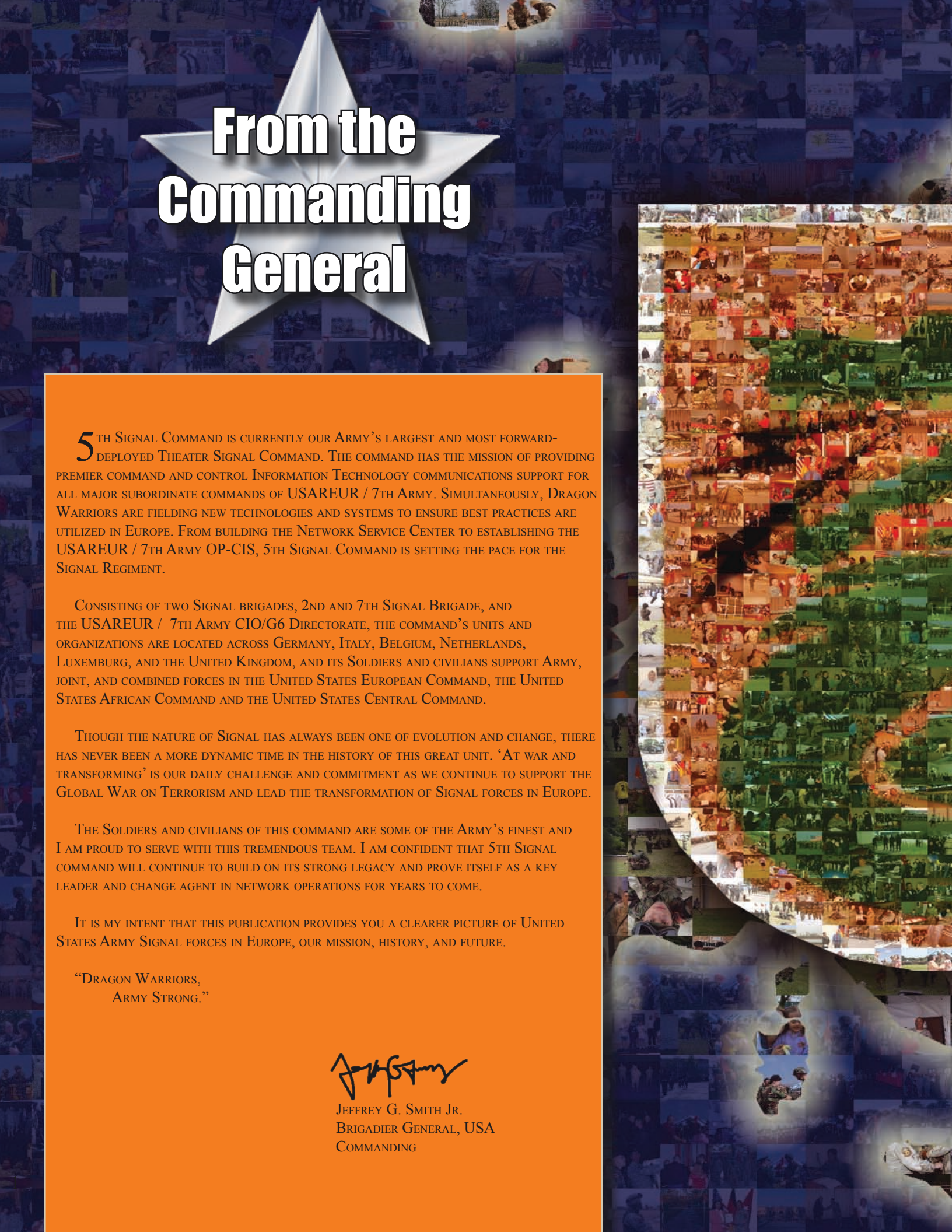# 5TH SIGNAL COMMAND

ENABLING INFORMATION DOMINANCE TO EUROPE'S WARFIGHTERS

# From the Commanding General

5TH SIGNAL COMMAND IS CURRENTLY OUR ARMY'S LARGEST AND MOST FORWARD-DEPLOYED THEATER SIGNAL COMMAND. THE COMMAND HAS THE MISSION OF PROVIDING PREMIER COMMAND AND CONTROL INFORMATION TECHNOLOGY COMMUNICATIONS SUPPORT FOR ALL MAJOR SUBORDINATE COMMANDS OF USAREUR / 7TH ARMY. SIMULTANEOUSLY, DRAGON WARRIORS ARE FIELDING NEW TECHNOLOGIES AND SYSTEMS TO ENSURE BEST PRACTICES ARE UTILIZED IN EUROPE. FROM BUILDING THE NETWORK SERVICE CENTER TO ESTABLISHING THE USAREUR / 7TH ARMY OP-CIS, 5TH SIGNAL COMMAND IS SETTING THE PACE FOR THE SIGNAL REGIMENT.

CONSISTING OF TWO SIGNAL BRIGADES, 2ND AND 7TH SIGNAL BRIGADE, AND THE USAREUR / 7TH ARMY CIO/G6 DIRECTORATE, THE COMMAND'S UNITS AND ORGANIZATIONS ARE LOCATED ACROSS GERMANY, ITALY, BELGIUM, NETHERLANDS, LUXEMBURG, AND THE UNITED KINGDOM, AND ITS SOLDIERS AND CIVILIANS SUPPORT ARMY, JOINT, AND COMBINED FORCES IN THE UNITED STATES EUROPEAN COMMAND, THE UNITED STATES AFRICAN COMMAND AND THE UNITED STATES CENTRAL COMMAND.

THOUGH THE NATURE OF SIGNAL HAS ALWAYS BEEN ONE OF EVOLUTION AND CHANGE, THERE HAS NEVER BEEN A MORE DYNAMIC TIME IN THE HISTORY OF THIS GREAT UNIT. 'AT WAR AND TRANSFORMING' IS OUR DAILY CHALLENGE AND COMMITMENT AS WE CONTINUE TO SUPPORT THE GLOBAL WAR ON TERRORISM AND LEAD THE TRANSFORMATION OF SIGNAL FORCES IN EUROPE.

THE SOLDIERS AND CIVILIANS OF THIS COMMAND ARE SOME OF THE ARMY'S FINEST AND I AM PROUD TO SERVE WITH THIS TREMENDOUS TEAM. I AM CONFIDENT THAT 5TH SIGNAL COMMAND WILL CONTINUE TO BUILD ON ITS STRONG LEGACY AND PROVE ITSELF AS A KEY LEADER AND CHANGE AGENT IN NETWORK OPERATIONS FOR YEARS TO COME.

IT IS MY INTENT THAT THIS PUBLICATION PROVIDES YOU A CLEARER PICTURE OF UNITED STATES ARMY SIGNAL FORCES IN EUROPE, OUR MISSION, HISTORY, AND FUTURE.

"DRAGON WARRIORS,
    ARMY STRONG."

JEFFREY G. SMITH JR.
BRIGADIER GENERAL, USA
COMMANDING

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This publication is an authorized Army product of the 5th Signal Command, produced by the Public Affairs Office, Funari Barracks, Mannheim, Germany. Views and opinions expressed herein are not necessarily those of the Department of the Army.

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www.5sigcmd.army.mil

# 5TH SIGNAL

# THE SIGNAL REGIMENT IN EUROPE

The Signal Regiment in Europe, led by the 5th Signal Command, consists of signal forces and IT professionals dispersed throughout every major military unit and garrison in an area of operation that spans the combined 92 country area of responsibility of the U.S. European Command and U.S. African Command ranging its assigned signal brigades and battalions, to independent signal companies assigned to brigade combat teams and divisional headquarters. Together, the Signal Regiment provides communications and IT support to the U.S. Army Contracting Command - Europe, and various Brigade Combat Teams and agencies assigned and operating throughout the EUCOM area of responsibility.

Currently, the Signal Regiment in Europe is immersed in a dynamic era of change and opportunity as it continues to restructure, inactivate, and rebase signal formations and organizations; train and prepare forces for deployment; field new tactical and strategic communications systems and capabilities; and expand and improve the United States Army in Europe fiber-optic based network infrastructure which provides both expeditionary and sustaining base communications capabilities throughout the forward-based EUCOM area of operations.

# DRAGON WARRIORS

The 5th Signal Command, located in Mannheim, Germany, provides forward-based deployable command and control communications supporting theater, joint, and combined forces. This support leverages the Global Information Grid to enable expeditionary and sustainment communications capabilities for expeditionary and forward-based forces employed on a range of missions supporting theater security cooperation, peace stability operations, and command and control for daily operational requirements throughout the European Command theater.

5th Signal Command is the Army's largest, most capable, forward-deployed and strategically positioned signal force, and will remain so for the foreseeable future. 'At War and Transforming' best describes the current state of the command. 5th Signal Command is engaged in supporting the U.S. Army and USAREUR / 7th Army in winning the Global War on Terrorism by providing trained and ready signal forces to the Combatant Commander, European Command and AFRICOM.

USAREUR / 7th Army Headquarters provides operational control for 5th Signal Command, which consists of 2nd and 7th Signal Brigades.

5th Signal Command's commanding general also serves as the deputy chief of staff, G6 and chief information officer for USAREUR / 7th Army, and general officer senior mission commander for multiple United States Army garrisons in Europe.

5th Signal Command provides reliable and robust communications support to joint and multinational training exercises throughout the EUCOM theater. These exercises range from small unit level simulation driven exercises up to Joint Task Force level exercises involving multiple nations, geographically separated, and complex computer assisted exercises. Providing day-to-day sustainment base communications support to the theater, 5th Signal Command also overseas the implementation and maturation of Theater Knowledge Management initiatives, the implementation of the Army's Single Directorate of Information Management initiative, and

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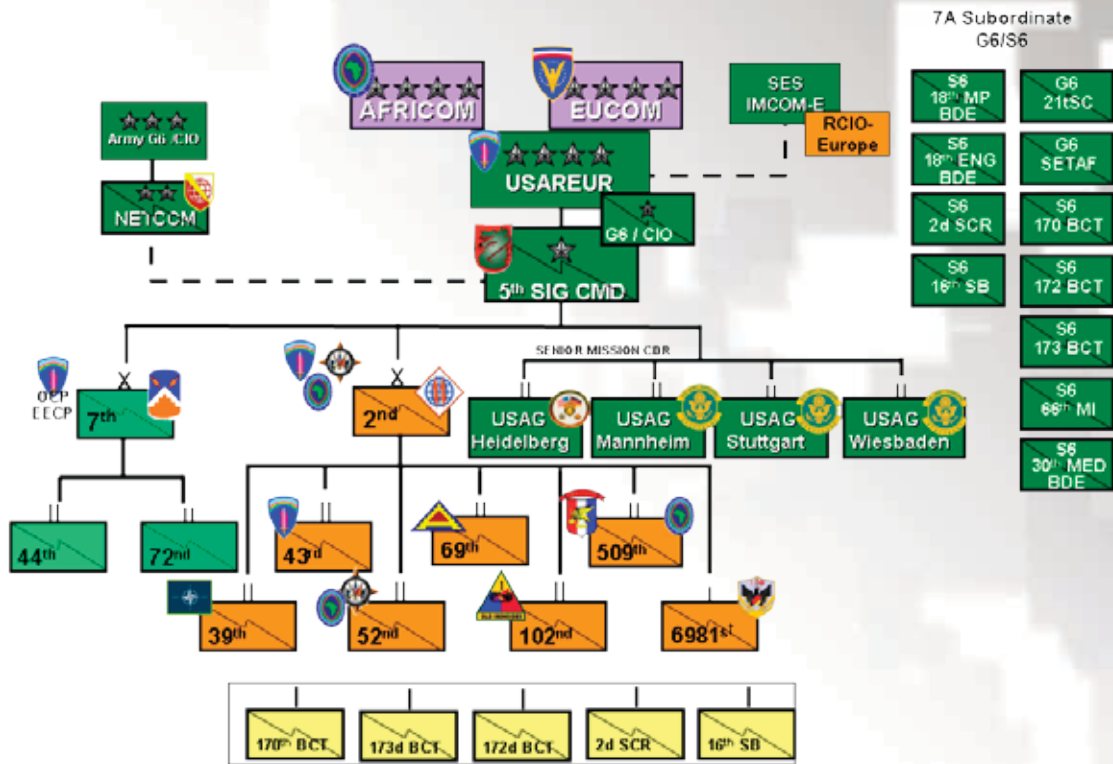
enterprise-level network operations initiatives. These initiatives will significantly enhance and generate new joint and multinational collaborative and communication capabilities.

5th Signal Command continues to lead signal rebasing and restructuring efforts throughout the European theater. During the past 18 months, 5th Signal Command has assisted in fielding Joint Network Nodes and stood up independent Signal Network Companies to Brigade Combat Teams, the 12th Combat Aviation Brigade, and two Expeditionary Signal Battalions. At end state, the Signal Forces in Europe will be operationally integrated under 5th Signal Command, which together will provide a more robust, strategically-based, responsive, and highly capable expeditionary signal force postured to enable USAREUR / 7th Army's and EUCOM's missions of the future.

The next few years will be dynamic and critical for 5th Signal Command to synergize and evolve alongside the other Army in Europe units as they transformed to the modular capabilities based units of the future. At end state, 5th Signal Command will be postured to be the 5th Signal Command (Theater).

# 5TH SIGNAL

# HISTORY

Headquarters, 5th Signal Command was constituted in the Regular Army and activated in Germany on July 1, 1974. The command traces its original heritage to the U.S. Army Signal Command, Europe, organized under USAREUR General Order dated March 20, 1958, which consolidated military communications in the European Theater. It consisted of the 4th and 516th Signal Groups and 102nd Signal Battalion supporting Army Group, Central Europe; North Atlantic Treaty Organization; USAREUR; and other elements in Europe as directed.

The organization expanded from 1961 to 1964, adding 22nd and 106th Signal Groups, with theater responsibilities extending from Belgium, through France and Germany, to Italy. The effort to meet the challenges of rapid growth in technology and communications prompted the birth of U.S. Army Strategic Communications Command in Washington, D.C., in March 1964. Its role was to manage the Army's portion of military global communications. A group of sub-commands evolved from USSTRATCOM, the first of which was STRATCOM-Europe, established July 1, 1964, in Schwetzingen, Germany.

STRATCOM-Europe absorbed the 22nd and 106th Signal Groups and other communications responsibilities from USAREUR. By the end of 1965, all USAREUR communications duties, and even the position of USAREUR Deputy Chief of Staff for Communications–Electronics, had been transferred to the STRATCOM-Europe sub-command. The Signal transformation trend continued through the 1970s; 7th Signal Brigade was activated in 1970 from assets of the deactivated Seventh Army communications command. STRATCOM-

# COMMAND

Europe assumed operational control of the brigade in June 1972 and was redesignated as Army Communications Command-Europe (ACC-E) in October 1973. The 106th and 516th Signal Groups were also inactivated during this time and replaced by the 4th Signal Group.

During the summer of 1974, ACC-E reorganized as Headquarters, 5th Signal Command at Kilbourne Kaserne in Schwetzingen. The reorganization called for the activation of the 2nd and 160th Signal Groups from resources of inactivated units from the 22nd and 4th Signal Groups and the assignment of the 6981st Labor Service Group and 72nd Signal Battalion to 5th Signal Command. Additionally, the Command relocated to Taukkunen Barracks, Germany, in August 1974, and the 12th Signal Group was inactivated by July 1975. 7th Signal Brigade remained under 5th Signal Command's operational control until 1981, when it was officially assigned to the Command.

The collapse of communism, dismantlement of the Soviet empire, and disintegration of the Soviet Union introduced a new international world and prompted an Army-wide draw down. This resulted in changes to military policy during the late 1980s and early 1990s.

Warming superpower relations induced a period of adjustment and 5th Signal Command adjusted accordingly by: inactivating the 160th Signal Brigade and consolidating its units into the 2nd Signal Brigade; inactivating the 73rd Signal Battalion and 1st Signal Battalion of 7th Signal Brigade; and relocating the 63rd Signal Battalion to Fort Gordon, Ga. In the aftermath, 5th Signal Command retained an organizational structure that remains intact today. The 2nd Signal Brigade was comprised of 39th, 43rd, 52nd, 69th, 102nd, and 509th Signal Battalions. The 7th Signal Brigade was comprised of 44th and 72nd Signal Battalions.

Base closures accompanied troop draw

down. The closure of the Worms Military Community brought the Command to its current home at Funari Barracks in Mannheim in September 1996. The closure of Karlsruhe Military Community required 7th Signal Brigade and assigned units to relocate to Sullivan and Taylor Barracks, also in Mannheim. The commanding general of 5th Signal Command became the senior mission commander for the Mannheim military community.

Since the 1990s, 5th Signal Command's subordinate units have maintained a consistently high operational tempo. During Desert Shield and Desert Storm, the Command deployed elements of 7th Signal Brigade to the Persian Gulf. The 44th and 63rd Signal Battalions deployed and attached to the 11th Signal Brigade, supporting Third Army/ Army Central Command and XVIII Airborne Corps. The 1st Signal Battalion and the 268th Signal Company from the 72nd Signal Battalion also deployed and were attached to VII Corps' 93rd Signal Brigade. In July 1991, the 7th Signal Brigade supported the humanitarian relief and protection efforts for the Kurds during Operation Provide Comfort.

From 1996 to 1998, 7th Signal Brigade deployed to Hungary and Bosnia, in support of Operation Joint Endeavor providing humanitarian efforts in Bosnia- Herzegovina and Croatia. Later in 1999, elements of the Brigade deployed to Albania in support of Task Force Hawk and to Kosovo in support of Task Force Falcon. 2nd Signal Brigade provided major

satellite platforms to sustain the operational base in USAREUR during each of these missions.

Since September 11th, 2001, 5th Signal Command's role as USAREUR's communication arm has become even more critical in the effort to support the Warfighter. The process to build the infostructure in Europe as part of the larger GIG continues to evolve

# 5TH SIGNAL COMMAND

while our nation is at war.  In 2001, 5th Signal Command developed Network Operations and Security Centers in conjunction with Network Service Centers to increase command and control of the expanding network and address security challenges, as well as improving customer service. With the increasing demand for bandwidth and diversity across the USAREUR / 7th Army footprint, 5th Signal Command initiated an intense effort in 2003 to develop the infrastructure with fiber optic connectivity throughout Europe and to begin elimination of the legacy microwave infrastructure.

In support of the Global War on Terrorism, 5th Signal Command provides deployable communications packages from 2nd Signal Brigade for fort-to-port operations to support deployment and redeployment operations throughout Europe.  Efforts to improve command and control communications in USAREUR / 7th Army continue as the command increases capability of the operational base across Europe to provide quality communications reach back to the warfighter.

Additionally, 5th Signal Command deployed significant tactical capabilities in support of GWOT.  7th Signal Brigade deployed in February 2003 into Turkey and later southern Iraq in support of 4th Infantry Division and the 173rd Airborne Division's invasion into northern Iraq in support of Op-

eration Iraqi Freedom (OIF 1).  The ability to establish satellite connectivity in support of OIF 1  leveraged 2nd Signal Brigade's regional bandwidth, switching capabilities, and satellite downlinks into strategic satellite tactical and commercial entry points. This reach back extended the GIG and enabled the commander on the ground to: see friendly and enemy movements; disperse forces and conduct split-based operations; reduce the operational footprint; provide in-transit visibility of supplies, personnel, and equipment; and exploit information dominance.  This reach back enhances the decision making and command and control for the commander on the ground.

From January through December 2004, Headquarters, 7th Signal Brigade and 72nd Signal Battalion deployed to Kuwait and Iraq in support of OIF 2, providing tactical communications in support of Combined Forces Land Component Commander in Doha, Kuwait.  From March 2005 through March 2006, 7th Signal Brigade deployed Task Force Lightning, comprised of elements of 44th and 509th Signal Battalions, to Afghanistan for Operation Enduring Freedom in support of the Southern European Task Force.  In November of 2005, 7th Signal Brigade deployed 72nd Signal Battalion, Task Force Desert Fighter, in support of Operation Iraqi Freedom.  72nd Soldiers provided communications capabilities at six bases in Kuwait and 14 bases

in Iraq while deployed.

Throughout 2006 and 2007, 2nd Signal Brigade and USAREUR G6 continued its transformation throughout the strategic Europe base.  Upon installation of I3MP and DWDM, a fiber optic backbone that provides increased bandwidth capabilities for the theater, 21 Network Service Centers were consolidated into four processing centers and one enterprise service desk,  in accordance with Army Knowledge Management goals.

In November of 2006, 5th Signal Command absorbed command and control of the 22nd Signal Brigade from V Corps as it continued its leadership of the transformation of Signal forces in Europe.  5th Signal Command provided oversight to the 22nd Signal Brigade throughout its inactivation process.

Through the years, 5th Signal Command has served the United States Army with distinction in a broad range of peacetime, stability, and contingency operations, including: Partnership for Peace; numerous operational and humanitarian missions; and the Global War on Terrorism.  The Soldiers, Civilians and Family Members of 5th Signal Command continue to espouse its motto, "Dragon Warriors, Army Strong!"

# HISTORY
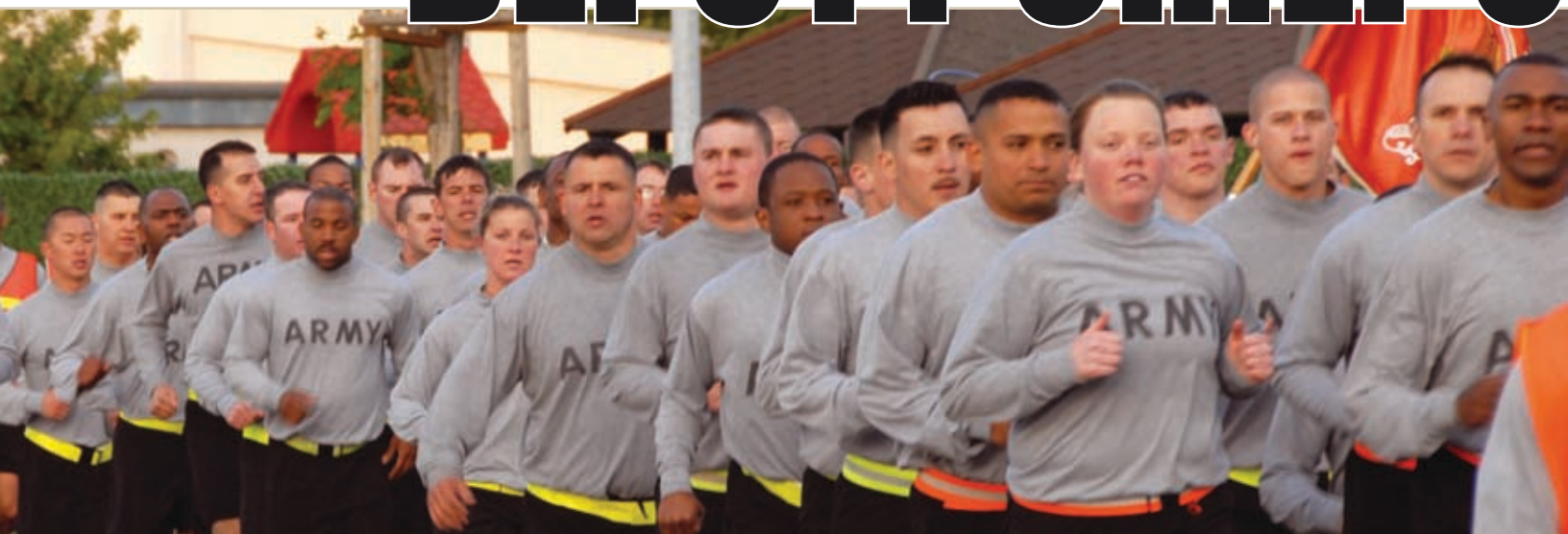
Continually motivated by the concept that people are the Army's most valuable resource, the G1 wages a concerted effort to provide 5th Signal Command a comprehensive human-resource capability that enables the manning, readiness, and well-being of Soldiers and civilians. The G1 is the steward for the vital and exhilarating responsibility for the commanding general's first priority – to take care of the command's PEOPLE. The numeric "1" of the staff identification reinforces the commander's acknowledgement that all the weapons, plans, and technologies are secondary to the people who will accomplish the mission.

Charged with overseeing and implementing the many and varied personnel systems and programs, the G1 staff strives to administer complex procedures in a timely and accurate manner – never losing focus on "Customer Service" and the knowledge that each action represents a Soldier or civilian whose career, morale, and family may be affected by the way the staff performs its mission.

The G1's mission statement is as diverse as the people it serves, and reads: "Lead and provide direction for the plans, policies, procedures, operations, and systems covering life-cycle personnel management for the command's military and civilian personnel. Provide leadership and staff oversight to the Command Safety Office. Continue to develop and enhance the command's Well-being and Quality of Life Programs for the Soldiers, civilians, and Family Members." It operates three parallel personnel systems: military, U.S. civilians, and host nation employees, also known as local nationals in four different European countries (Germany, Belgium, Italy, and The Netherlands). Each system is distinct from the other, but like legs on a stool, each supports the command in its own unique way.

One of the major challenges for the G1 is to ensure each of the three groups are manned at appropriate levels so leaders are able to accomplish their mission and also take care of their people. Getting the right person to the right job is only the first step of the G1 mission. While assigned to the command, a myriad of activities and functions must be accomplished for our Soldiers and civilians. Promotions, extensions, reassignments, change of career paths, award recognition programs, preparation of deployment and redeployment, and retirements are only some examples of personnel actions that cut across all categories of Soldiers and employees.

Of particular note is the fact that perhaps at no time in the Army's history has both the military and civilian personnel systems changed so dramatically simultaneously. The aim is to support the Army's Transformation, reduce redundancies, and maximize support to all Soldiers and civilians. Personnel Services Delivery Redesign and National Security Personnel System are initiatives that provide comprehensive and accessible support to all Soldiers and civilians. The military system continues to evolve in response to Army transformation.

The PSDR eliminated support layers and minimizes support unit footprints in the battle space by creating modular and flexible HR organizations such as casualty, postal, reception, and replacement operations at theater level, while deactivating personnel service battalions and migrating those Soldiers and functions to the brigade and battalion level S-1 sections. In addition to increased efficiencies, PSDR supports the transformed Army as being

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# Personnel

brigade-centric.

The civilian personnel system has also undergone a radical transformation and, with the deployment of the NSPS, fundamentally changed almost every aspect of civilian personnel management. NSPS is a performance and results–based, mission–focused system with major changes in how employees are classified, evaluated, and compensated. Other changes also gave managers more flexibilities regarding selection and performance management. To facilitate this transition, all employees and managers of civilians participated in a series of mandatory training.

The other major responsibility of the G1 reflects the commander's priority of safety. G1 is charged with staff oversight of the Safety Program, manned by professionals renowned in the USAREUR / 7th Army safety community. Safety manages accident investigation and reporting, accident prevention awards programs, as well as the commanding general's safety council. The main emphasis in the command is on setting the conditions for safety success by training all leaders, Soldiers, and civilians on safety responsibilities, accident prevention, and composite risk management. Ad-

ditionally, Safety employs innovative methods to communicate the Army's safety and accident prevention messages to Soldiers, employees, and family members such as through safety game shows, contests and Family Readiness Group safety events. The 5th Signal Command's emphasis is on training of all leaders, Soldiers, and civilians and the continuing effort to reinforce safety awareness and accident prevention at every level and every opportunity; making it everyone's responsibility.

Providing continuous, complete, courteous, and timely personnel service support and safety management expertise to leaders, Soldiers, and civilians is the absolute mission of the G1 staff.

The mission of the 5th Signal Command G2 cell is to provide accurate and timely intelligence and security support throughout the command with emphasis on computer network defense, contingency operations and force protection. The G2 is aligned broadly into two areas: intelligence production and security.

### Intelligence Production

Intelligence Production is divided into two areas: conventional threat section and the Cyber Threat Intelligence Cell.

The conventional threat section provides accurate and timely intelligence to support the 5th Signal Command and its subordinate units as well as the commanding general in his second role as a general officer senior commander to multiple communities in USAREUR / 7th Army.

The cell performs analysis of intelligence reporting to develop tailored intelligence products relating to current or upcoming threats against 5th Signal Command personnel, information, systems and facilities. The cell also takes responsibility for the training of intelligence personnel for deploying signal units, ensuring that they have the correct training, access to the right systems, and familiarity with the area to which they are deploying.

The conventional threat section assists the G3 Anti-Terrorism / Force Protection cell by providing intelligence products to be support ATFP operations.

The Cyber Threat Intelligence Cell product stream includes the creation of section one of the semi-weekly Intelligence Summary, produced on Tuesday and Thursday each week, as well as special assessments, and other products as needed.

The CTIC is the only intelligence organization in the European theater that is chartered with daily production of theater specific intelligence support to computer network defense products to support USAREUR / 7th Army and USEUCOM. This support extends from operational down to tactical levels. Currently the CTIC is the only such organization at a theater component command level worldwide. This pioneering effort has been widely recognized within the intelligence and signal communities as a unique and special organization, which is to be emulated.

The CTIC works closely with the operators and defenders of the network, namely the 2nd Signal Brigade Europe Theater Network Operations Security Center, the 1st Information Operations Command's Army Computer Emergency Responses Team-Europe, and the USAREUR / 7th Army OPS-CIS Information Assurance Program Management Office to observe trends in threats to and attacks against the network. The CTIC provides the intelligence analyst view which is added to the perspectives of the network operators and defenders. This triad creates an environment where attacks are not merely stopped, but the methodology and effectiveness can be studied carefully to help posture our defenses more effectively. Results from this collaboration are disseminated within the command and are shared with the IAPM office to assist them in policy decisions.

By working extensively with national-level intelligence production centers, the CTIC is able to observe attack trends in other parts of the Department of Defense, giving insight to the operators and defenders of what nature and source of attacks we are likely to see appearing in the EUCOM area of responsibility.

The CTIC spearheaded the USAREUR / 7th Army Network Threat Advisory/Alert system, whereby information about impending attacks against USAREUR / 7th Army systems can be disseminated quickly to the tens of thousands of USAREUR / 7th Army computer account holders so they can protect themselves and their information against impending cyber threats.

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# Intelligence

The CTIC product stream includes the second section of the twice weekly INTSUM, items for the USAREUR / 7th Army Black Book, cyber threat briefings, special assessments, and other products as needed.

## Security

The G2 security section is responsible for the multiple security disciplines with emphasis on personnel, information, industrial, physical, and communications security.  The shop has oversight for the Personnel Reliability Program, Secure Compartmented Information, and Local National Security Program within the 5th Signal Command.

Some of the many roles of the personnel security section are to monitor and update security clearances via JPAS, process security clearance actions and periodic reinvestigations, evaluate sensitivity designation for civilian positions, process visit requests, and ensure personnel are cleared to attend classified meetings.

The G2 Security section manages the command's Communications Security Inspection program, providing oversight and compliance inspections to the unit's COMSEC facilities to ensure compliance with regulatory guidelines, policies and best business practices.

The security section maintains the physical access control system to secure areas within the command headquarters, coordinates with contracting officer representatives to develop security standards necessary to implement DoD and Army standards for safeguarding information within contracted facilities.  The security section also validates accreditation of secure operational areas and facilities, conducts physical security inspections, compliance inspections and assistance visits, coordinates and conducts security training.

T he G3 section serves as the heartbeat of 5th Signal Command. It is the staff section through which all operational issues traverse. The professionals of the G3 are responsible for the engineering, installation and standardization of the European theater network. Simultaneously, the G3 continuously plans and executes current, future, and contingency operations in support of joint, combined and expeditionary missions throughout the EUCOM footprint. The section is organized into three divisions: the Operations Division, Plans and Engineering Division and the Enterprise Service Office. The following is a further breakdown of each division's roles and responsibilities.

## The Operations Division

The mission of the Operations Division is to plan and coordinate for theater-wide communications and information technology services to USAREUR / 7th Army, EUCOM, SHAPE and NATO units in tactical and exercise situations. The division also provides coordination and development support for planning conferences and ensures that resources are available, and allocated as necessary. It identifies mission requirements and translates them into mission support concept tasks for subordinate units and reserve component support. Finally, it allocates exercise support capabilities in support of the command's priorities balanced with real-world contingency requirements in support of the Global War on Terror. The Operations Division is comprised of three branches.

The Training Branch manages contracted training, school allocations and ammunition forecasting. It manages all chemical, biological, radiological, and nuclear readiness related issues and provides guid-

ance to two signal brigades concerning the conduct of training and scheduled training briefs. The Training Branch develops and publishes the command training guidance and is the Office of Primary Responsibility for 5th Signal Command unit status reporting.

The Exercise Branch provides theater-wide communications and IT services to USAREUR / 7th Army units in tactical and exercise situations. This branch provides coordination and development support for planning conferences and ensures that exercise resources are available and allocated as necessary. The exercise branch identifies mission requirements and translates them into mission support concept taskings for subordinate units and reserve component support.

The Current Operations Branch is comprised of four sections.

The Knowledge Management Section is responsible for ensuring that 5th Signal Command maximizes the value it achieves

through "knowledge". The KM assists the 5th Signal G3 to maximize the returns on investment in knowledge (people, processes and intellectual capital), exploit its intangible assets (know-how, patents, customer relationships), repeat successes, share best practices, improve innovation, and avoid knowledge loss after organizational restructuring.

The Command Center provides operational situation awareness enabling the battle command of signal forces throughout USAREUR / 7th Army. The Command Center provides situational awareness on serious incident reports, recurring reports, requests from higher headquarters, and all deployment statuses. In addition the Command Center tracks key personnel, deployed personnel, equipment movements, force protection condition and information condition posture and traffic. The Command Center also prepares, processes, and tracks official tasking orders distributed throughout two brigades. It coordinates

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# Operations

with appropriate staff agencies and subordinate commands to ensure EUCOM, USAREUR / 7th Army and local garrison commanders receive installation and operational support for current and future missions. It translates and provides guidance to the G3 on individual augmentee requirements received from EUCOM and USAREUR / 7th Army in support of the Global War on Terror.

The Operations Support Section provides expertise in a wide range of operational, physical, information, industrial security and anti-terrorism disciplines in support of the command's operations in central region and contingency operations. Additionally, it supports the commanding general of 5th Signal Command in his role as general officer senior commander for the communities of Mannheim, Heidelberg, Wiesbaden and Stuttgart, consisting of over 50 military facilities and over 50,000 Soldiers, civilians and Family Members. The Operations Support Section COMSEC function performs daily accountability, handling, requisition and processing of COMSEC material. It also performs controlling authority duties.

The Regional Hub Node Engineering Section has the overall RHN planning and engineering responsibilities to include the identification of equipment strings (Tier 1 and Tier 2) and high-level device configuration (Tier 1), coordinates mission planning with the deployed user and any other third party circuit providers as necessary,

and conducts the planning and engineering for missions utilizing the RHN.

The Enterprise Service Office is responsible for documenting the Enterprise Networks and Service Support Agreements in Europe. It maintains, and updates all service level agreements to provide feedback on service performance to both customers and internal O&M organizations. It tracks life cycle management and maintains the command's configuration management program.

The Transformation Branch is responsible for operation and planning 5th Signal Command's transformation to the 5th Signal Command (Theater), as a component of the USAREUR / 7th Army global restructuring and rebasing plan. This section is responsible for complying with all DA, EUCOM and USAREUR / 7th Army published transformation directives, mission requirements, and force structure constraints as a part of the mission analysis. This branch also develops and presents briefings and white papers clearly articulating the defined roles and missions, troop to task analysis, and organizational plans. It is responsible for designing and articulating the end-state structure, determining unit and personnel distribution in 5th Signal Command's mission footprint, and building timelines for relocation, facilities closure, and force structure reshaping that are synchronized with USAREUR / 7th Army planning. The Transformation Branch ensures that all unit and base closures are conducted to Army standard and that all equipment and personnel are properly reassigned within the army system.

# G3 The Enterprise Service Office Division

The mission of the ESO Division is to standardize the USAREUR / 7th Army IT Enterprise structure, through negotiation and delivery of advanced IT services. ESO provides business oversight, and governance to cut operational costs, increase efficiency, quality, and productivity of the USAREUR / 7th Army Enterprise to its stakeholders and customers.

Functional areas: The ESO is organized in a flat business model as is recommended by industry. IT service management processes were used to define the functional areas of ESO. It is comprised of four sections aligned with the current IT Infrastructure Library business model. The sections are: Service Strategy Section, Service Design Section, Service Transition Section and Business Support Section. ESO aligns with ITIL best business models in all functional areas.

### Service Strategy Section:

This group ensures the Enterprise is synchronized with the command strategy and determines the best strategic framework for Enterprise operations. It engages with all stakeholders, i.e., primary staff, customers, USAREUR / 7th Army, and IMCOM-E to make process improvements using Lean Six Sigma and other efficiency methodologies.

The section creates process plans, strategic plans, cultural transformation plans, procedures and practices. It develops organizational and Enterprise performance measurement plans to monitor progress towards command goals.

The Service Strategy section consists of two areas: Process Development, and Business Operations Office.

The Process Development office provides the full range of process development using Lean Six Sigma methodologies and ITIL aligned best business practices. Process development and continuous service improvement and documentation are the focus areas for this office.

The Business Operations Office coordinates all the internal business functions of the ESO.

### Service Design Section:

This section consists of two ITIL areas: Service Level Management and Capacity Management.

The Service Level Management team is responsible for managing the delivery of Enterprise services. They negotiate and document customer and service provider requirements through coordination, development, and establishment of service agreements (Operation Level Agreements), Service Level Agreements. They provide governance for the service provider's SLM process activities Enterprise wide. They monitor performance metrics to ensure services provided meet agreed upon service targets.

The Capacity Management team is responsible for defining, designing, developing, and implementing capacity management processes into the Enterprise operational environment.

These processes enable the tracking of all enterprise elements both hardware and software affecting operational capabilities of the Enterprise i.e. switch ports, available bandwidth, on-line and backup storage, facility power, facility, etc.

### Service Transition Section:

This section consists of six functional areas: enterprise migration, configuration management, change management, metrics and analysis, incident & problem management, and release/deployment management. These teams work in coordination to execute and implement Enterprise processes throughout the Enterprise environment.

The Enterprise Migration team works with signal battalion representatives and customers to identify and define customer requirements. It plans and executes migrations into the enterprise environment. The team continually provides status updates to the commanding general and primary staff.

The configuration management team provides governance for configuration management activities Enterprise wide. It facilitates the design and implementation of the configuration management database and develops, documents, audits, and manages the configuration management process.

The change management team devel-opes, manages and O&Ms, and the change management process. It ensures all stakeholders (i.e. HQ 5th Signal, signal brigades and battalions, USAREUR / 7th Army) are involved and communicated with regarding evaluations and approvals for changes. It coordinates and conducts the executive review board to ensure critical CMP's are prioritized.

The metrics and analysis team defines and establishes Enterprise Technical Information Equipment Repair 1 (TIER-1), TIER II, and TIER III service performance criteria and products to support management actions and improve efficiency and productivity as required (ITIL, ITSM and LSS concepts) to all levels of Enterprise management.

The incident & problem management team works with process owners in ESO and the brigade to identify and resolve potential problems, Identify trends and potential Problem sources.

The release/deployment management team oversees and manages the framework for coordination, control and physical introduction of changes into the development and production environments.

### Business Support Section:

The ESO "Business Support Section" manages and supports the six ESO business support personnel assigned to the six Theater IT service support battalions (39th, 43rd, 52nd, 69th, 102nd, and 509th). Each individual represents ESO at the battalion level and supports the business functions as assigned by the Chief of the Enterprise Service Office Division. The representatives work within the battalions' Service Management Office and supports the three primary service sections of the ESO.

# The Plans and Engineering Division

The P&E Division is responsible for engineering, installing and enhancing the Enterprise network in Europe. The mission of P&E is to provide enterprise planning, engineering, fielding, integration, testing, and management of the Information Technology infrastructure. This includes upgrades, enhancements, and life-cycle replacements essential for providing a wide range of modern IT services, as well as meeting the unique C4 needs of the warfighter. The P&E division is comprised of seven branches: Enterprise Networks, Enterprise Infrastructure, Application, Stationing, Engineering, Implementation, and Transformation.

The P&E Enterprise Networks Branch plans and implements all b secure and non-secure voice, data, and video networks within the European theater in support of the warfighter. Major mission areas include the Army Secure Internet Protocol Router Network, Army Non-Secure Internet Protocol Router Network, Video Teleconferencing, Top Level security Architecture, Military Construction Army, and voice systems, notably the Electronisch Wahl Systeme Digital voice switches.

The P&E Enterprise Infrastructure Branch provides planning and management of the theater's infrastructure, messaging, enterprise applications, and life-cycle replacements essential to providing satellite, wireless radio, and cable transport solutions to the theater backbone as well as meeting the unique C2 needs of the Warfighter. Major mission areas include Regional Hub Node, The Fiber Optic Network, SATCOM facilities, and Tech Control facilities.

The P&E Enterprise Applications Branch plans, coordinates, implements and engineers information technology messaging and enterprise application systems. Major mission areas include the Enterprise Messaging, Area Processing Center enterprise storage systems and applications, Active Directory planning and engineering, Exchange 2003 planning and engineering, CAC / Public Key Infrastructure planning and engineering, SMS 2003 enterprise implementation, and Army Directory Rights Management.

The P&E Stationing Branch assesses post, camp, and station communications infrastructure to support stationing and rebasing actions in the European theater. This includes managing, coordinating, and developing requirements for communications in support of Military Construction Army.

The P&E Engineering Branch contains degreed computer and electronic engineers to provide the highest quality of detailed engineering support and implementation actions. This includes architectures, topologies, and design concepts for all IT related projects including IP network switch, core transmissions backbone Wide Area Networking transmission systems, Virtual Private Network, Optical Switching, SATCOM systems, and data replication engineering.

The P&E Implementation Branch provides on-site installation and quality control for all Army IT projects within the European theater. It also provides electronic technician support for testing and troubleshooting.

The Transformation Branch is responsible for operation and planning 5th Signal Command's transformation to the USAREUR / 7th Army European Theater Signal Command, as a component of the U.S. Army, Europe global restructuring and rebasing plan. This section is responsible for complying with all DA, EUCOM and USAREUR / 7th Army published transformation directives, mission requirements, and force structure constraints as a part of the mission analysis. This branch also develops and present briefings and white papers clearly articulating the defined roles and missions, troop to task analysis, and organizational plans. It is responsible for designing and articulating the end-state structure, determining unit and personnel distribution in 5th Signal Command's mission footprint, and building timelines for relocation, facilities closure, and force structure reshaping that are synchronized with USAREUR / 7th Army planning. The Transformation Branch ensures that all unit and base closures are conducted to Army standard and that all equipment and personnel are properly reassigned within the army system.

The Deputy Chief of Staff for Logistics serves as the principal logistics and facilities advisor to the commanding general, establishes policy, and provides guidance for integrated logistics support, supply, maintenance, transportation, logistics readiness, power projection, sustainment operations, contract administration and management, and engineering operations. Additionally, the G4 develops logistics programs and budgetary input, provides management oversight of Operations, Maintenance and Supply-Europe contract , and provides staff supervision for civil, mechanical, and electrical engineering matters.

The G4 team is divided into five sections: command team, Support Operations Division, Contract Management Division, Maintenance Division, and the Staff Engineer Division.

The command team is comprised of the G4 command group. The G4 serves as the primary advisor to the commanding general on logistical matters and site preparation issues. This team provides oversight and guidance to the divisions on operational matters as well as administrative support to the members of the G4.

The Support Operations Division synchronizes the strategic, deliberate, and crisis action planning for the G4. Included in this is the orchestrating of all combat service support for 5th Signal Command units to ensure the logistics and deployment readiness of the command. A primary function of this division is to exercise staff supervision over the command supply operations including property book management, asset visibility, and unique items tracking with a focus on readiness and sustainment. The division has been instrumental in providing oversight of the recent initiatives involving the transformation of the 44th and 72nd Signal Battalions into Joint Network Node based Expeditionary Signal Battalions.

The Contract Management Division serves as the chief advisor to the commanding general on all matters relating to contracting operations. Contracting authority is obtained from the Information Technology, E-Commerce and Commercial Contracting Center. This division establishes command policy and guidance for acquisition in accordance with ITEC4 procedures and provides contract administration on oversees IT contracts with performance in Europe. By far the biggest line item in the 5th Signal Command budget is our OP-MAS-E contract. Under this contract, the contractor provides a broad range of support to include operation and maintenance of communication sites, maintenance of video-tele-conferencing systems, and con-

tingency and exercise support throughout the entire operational footprint of USAREUR / 7th Army, USEUCOM, and other U.S. government agencies. The contract also includes mission support for Global Information Grid sites, VTC hubs, Kosovo Forces networks, Defense Red Switch Network switches, American Forces Network -TV transmission, Army Air Traffic Control Systems, and the Area Maintenance and Supply Facility.

The Maintenance Division provides logistical procedures and policy for the command's strategic Information Technology (IT) and communications systems to include selected tactical communications systems. The Maintenance Division manages the support contracts for the Theater SIPR / NIPR network systems, Defense Red Switch Network, VTC hubs, Defense Switch Network, and Satellite Communications systems. The Maintenance Division oversees support which spans throughout the command to include maintenance for the GIG facilities, TV transmitters, and the cable TV infrastructure through the OP-MAS-E contract. The

Maintenance Division serves as the logistics arm of the Command for fielding of new systems and provides the life cycle support mechanisms for system sustainment. This ensures the fielding plans in-

# F STAFF

# Logistics

clude command specific support requirements and are in accordance with Army doctrine to include proper maintenance and adequate supply support. The division intensely manages the command budget of the logistical support contracts and verifies the contractors' performance to ensure compliance with contracted requirements.

The Staff Engineer Division is responsible for providing facilities to house hardware components of the 5th Signal Command data network throughout Europe. These facilities are typically buildings, or network rooms specially configured for supporting enterprise data systems. The Staff Engineer Division accomplishes this mission by developing and executing projects to renovate existing, or to build new facilities throughout the theater. This includes providing appropriate power distribution, physical security, cooling systems, etc. The Staff Engineer Division employs general, electrical and mechanical engineers to analyze the network requirements, and to design new facilities or improvements to existing sites. The Staff Engineer Division works with the G8 to obtain project funding typically through year-end award obligations. Currently the division is involved in the planning of new facilities infrastructure and enterprise capabilities such as upgrading area processing centers,

enhancing GIG sites, and upgrading network regional operation centers.

The Staff Engineer Division is also the executive agent for planning and executing the facility space requirements for the command reorganization & rebasing mission. This includes development, submission and management of MCA projects to support rebasing of command elements to new facilities within theater.

In addition to new construction, the Staff Engineer Sustainment Team is responsible for repair and maintenance of critical systems which support the 5th Signal Command missions. These include uninterrupted power supplies, generators, fire suppression systems and communications towers.

The Deputy Chief of Staff for Resource Management, G8, centrally manages the critical resources of dollars, equipment, and personnel. Co-located with 5th Signal Command headquarters, the organization is comprised of accountants, analysts, and technicians. Almost anything that gets done in the command has a resource impact and thus involves the G8 at some point in the process. The G8 reaches out to all other parts of the command to ensure that they have the resources necessary to accomplish their critical missions, to include military and civilian personnel, funding, and equipment. Once these needs are identified, the G8 works with United States Army Network Enterprise Technology Command and partners within the European theater to gather the assets needed to carry out the command's business.

The G8 missions are executed through two divisions: the Budget Execution and Accounting Division, which manages and accounts for the dollars, and the Manpower, Management, and Programming Division, which manages force structure or manpower, and programs aimed at ensuring that resources are used efficiently and effectively. The two divisions have distinct, but interdependent functions which results in frequent interaction between the teams.

The Budget Execution and Accounting Division, or BEAD, manages dollars for the command from a wide variety of sources and for an increasingly specific series of purposes. The life of a Dragon Banker would be much less complex if all funding came from a single source and could be used for any purpose. Instead, funding is received from three major sources and several smaller sources, and is managed in dozens of separate accounts. Each of these accounts are managed and accounted

for separately through several Army-wide financial and asset management systems, such as resource management tools, fund control module, and the Standard Army Financial System.

The BEAD, in addition to tracking the spending of every penny, is at the forefront of making the Army and the command more efficient through implementation and management of G8 systems, such as the online travel management system, the travel credit card, and Wide Area Work Flow. The Defense Travel System eliminates the need for manual processing of travel orders and vouchers, and the Wide Area Work Flow allows for more rapid and paperless processing of contractor invoices. The Travel Charge Card Program virtually eliminates the need for labor intensive travel advances. The BEAD also manages the commercial telephone bills for all customers at Army installations in Europe, which involve working with telephone companies in six countries and 150 different customers.

The Manpower, Management, and Programming Division manages the command's military and civilian force structure, management programs, and financial program requirements for future years. Each person or face in the command must have an allocated position or space in the force structure. The MMPD Force Integration Branch maintains constant contact with all elements of the command through online systems to centrally manage today's faces and spaces. The force structure function is forward-looking with plans for equipment and personnel requirements reaching out two years into the future to capture changes in the command's mission or organization. Future changes are managed down to the individual personnel space or the individual piece of equipment to ensure the accuracy of future authorization documents commonly called Augmentation Tables of Distribution and Allowance, Tables of Distribution and Allowance, or Modified Table of Organization and Equipment.

The Management and Programming Branch of MMPD is the jack of all trades of the G8, carrying out both long-established mandatory programs and new ideas or initiatives for the command. To ensure assets are safeguarded, the Management Internal Con-

# Resource Management

trol Program uses a checklist based system as a tool for managers to assess how well they are safeguarding key assets. The management team also safeguards command assets when acquiring goods and services from both government and non-government sources through administration of government agreements and preparation of independent government cost estimates in the commercial sector.

The programming team coordinates the financial future of the command through a series of structured processes that are controlled at the highest levels of the Department of Defense and the Executive Branch. The different processes document both long term plans (seven years) in the Program Objective Memorandum and short term plans (1 year) in the Command Budget Estimate. It requires a total team effort from the whole command to justify these requirements and keep the command's financial future on solid ground.

Like any good banker, the G8 Dragon Bankers strive to provide the best service possible to their customers by safeguarding their assets and providing sound financial advice.

The USAREUR / 7th Army Deputy Chief of Staff, G6, provides technical advice and guidance on Information Management to the Army in Europe; provides theater-wide leadership, management, and oversight of the IM area (automation, information assurance, telecommunications, visual information) and develops and implements policy, plans, and programs to meet the IM and information technology requirements of the Army in Europe. In coordination with IMCOM-Europe, the G6 ensures reach back capabilities between tactical, strategic, and sustaining base Information Technology platforms for the European theater. The responsibility of the G6 is a dual-mission function that integrates the role of NETCOM Regional Chief Information Officer Europe with the G6 in a single directorate. The G6 and NETCOM RCIO-Europe share the same staff, consisting of Soldiers, civilians, and contractors, in order to support the changing USAREUR / 7th Army mission.

The G6/CIO executes and enforces Command, Control, Communications, Computers and Information Management policies, standards, architectures, programs, plans, and budget for IT responsibilities that ultimately support the warfighter. Having diverse functions, the G6/CIO serves as the Army in Europe's primary representation at Headquarters Department of the Army, EUCOM, and Land Component Command-NATO on C4IM programs.

As global situations change and reshape the scope of the G6/CIO's mission, new challenges arise. To meet these challenges, the G6/CIO has undergone transformation. Recent transformation activities include the blending of V Corps assets and its expeditionary mindset into the G6/CIO structure, establishing an Information Technology Theater Business Office to provide centralized oversight of IT contract validation and acquisition, and the formation of the Joint Coalition and Information Systems Division to operate and maintain the USAREUR / 7th Army Tactical Generating Forest, Tactical Resource Forest as well as mission servers and applications. Once transformation is complete, the G6/CIO will bridge the organization from the current G6 structure to the future USAREUR / 7th Army Operation Communication Information Systems Headquarters.

The Regional Chief Information Office, Europe, serves as the CIO for the IMCOM-Europe Region and coordinates with HQ IMCOM, NETCOM, USAREUR / 7th Army, and 5th Signal Command on the provision of C4IM services. Additional functions of the RCIO-E include evaluation/validation of IMCOM-Europe Region/Garrison C4IM requirements and development of required planning documents.

The C4 Operations & Plans Division is the primary USAREUR / 7th Army staff agency responsible for the planning and coordination of C4IS support for USAREUR / 7th Army units. The Exercise Branch supports units conducting non-combatant operations, peace enforcing operations, peace keeping operations, Partnership-for-Peace and multilateral exercises. Major duties include preparing exercise guidance documents, validating cost expenditures for exercises, developing Annex K (Signal) for operations orders, and planning communication network architecture.

The Joint Coalition and Information Systems Division operates and maintains the Tactical Generating Forests and Tactical Resource Forests, mission servers, applications, systems, and the COOP site for USAREUR / 7th Army. They also provide communication, information assurance, COMSEC Management, VTC, TELECOM, interoperability, and information management in support of the 7A MCP, Forward Deployed OCP and EECP.

The Information Technology Resource & Analysis Division administers, protects, plans, programs and executes resources, enabling G6/CIO to provide the necessary communication and information management support for the USAREUR / 7th Army headquarters and Army forces located within the EUCOM AOR. Ongoing activities include the development and execution of the Master Integrated Priority List, contract approvals and ensuring fiscal responsibility

# th ARMY

# G6 / CIO

for IT investments and funding.

The Information Technology-Theater Business Office was established on June 18, 2008 by the CIO/G6 Brig. Gen. Jeffrey G. Smith, Jr. The establishment of the IT-TBO is the first of its kind within USAREUR / 7th Army. The IT-TBO serves as the single entity for all IT requirement validation and acquisition for the theater. The IT-TBO's mission is to provide centralized validation and management of IT investments that meet the future needs of USAREUR / 7th Army forces; enabling highly capable IT solutions at affordable costs and with decreased acquisition timelines. The IT-TBO provides theater management and oversight of all functional IT (DOIM, INTEL, battle command, logistics), and procurement of IT software, hardware, and support services utilizing an established decision-enabling framework of processes and procedures that standardizes the means to identify, evaluate, adopt, and retire IT capabilities, ensuring compliance and support of USAREUR / 7th Army CIO/G6 strategic plans. The IT-TBO also provides effective and efficient IT planning and control processes through established partnerships with business stakeholders to gain economies of scale and reduce the overall cost of IT.

The C4 Strategic Architecture, Programs & Policy Division provides technical advice and guidance to the USAREUR / 7th Army warfighter and its leadership. They

additionally plan, develop, and implement command-wide C4 strategic policies, programs, and enterprise architectures in support of Information Management. Ongoing projects include the development of a Theater Operational Level Agreement in support of the Single DOIM initiative, development of a 500-day Strategic Plan, development of enterprise architecture products in accordance with the Department of Defense Architecture Framework, and oversight and execution of Department of the Army programs to include IT Metrics, Service Level Management, Networthiness and Army Portfolio Management Solution.

The Information Assurance Program Management Division advises and assists the G6/CIO and CG, 5th Signal Command in the oversight and governance of the Information Assurance/Computer Network Defense mission area for Army in Europe. They develop theater IA policy, lead and synchronize theater computer network defense activities and ensure compliance with the Federal Information Security Management Act, Information Assurance Vulnerability Management, DISA & DAIG Inspection, and PKI programs for the theater. Additionally, IAPM manages eight training centers throughout Europe that provide I and certify and accredit all systems and devices that are connected to the EUR domain. As a means for assisting units to prepare for external inspections and meet Information Assurance regulatory require-

ments, IAPM deploys site assistance visits throughout the theater.

The Visual Information Service Europe provides responsive theater-level visual information/multimedia products and services in support of Army, Joint, Multinational and Coalition operations in the Army in Europe area of responsibility. Core Services include television and multimedia production, imaging and graphics production, senior leader conference support, ceremonial audiovisual support, press operations support and exercise support.

# 7<sup>th</sup> Signal

# Brigade

The 7th Signal Brigade is the Tactical Theater Signal Brigade for the European Theater and is responsible for providing expeditionary, command post centric command and control communications support to Army, joint and combined forces in more than 100 countries within the European Command and African Command area of responsibility. The 7th Signal Brigade is also regularly called upon to provide forces in support of U.S. Central Command as part of the Army's force generation pool.

The brigade is based on Sullivan Barracks in Mannheim, Germany and is a subordinate element of 5th Signal Command. The brigade totals over 1100 Soldiers and consists of two subordinate battalions, the 44th and 72nd Expeditionary Signal Battalions, both of which are headquartered in Mannheim.

The primary mission of the 7th Signal Brigade is to provide tactical communications support to the warfighter, completing the connection from the front line to the Global Information Grid. The brigade provides a variety of services to it's customers including routing, switching, video teleconferencing, email, outside plant cable, Red Switch and DSN telephone circuits. The brigade utilizes a mixture of Army tactical communications systems and Commercial Off the Shelf equipment to support theater command posts and to provide augmentation support to corps and division elements. The brigade employs tactical satellite terminals (both X-Band and multi-band), Line of Sight systems, troposphere scatter systems and Army tactical switching shelters to enable the connection between the warfighter and the GIG. The brigade headquarters maintains the ability to deploy a tactical network operations and security center to oversee the installation, operation and maintenance of signal networks ranging from individual teams up to a brigade or larger network.

The 7th Signal Brigade transformed the type of support that it provides to customers. Since the late 1980s, the brigade has relied on legacy circuit-switch based Digital Group Multiplexer equipment to provide voice and data communications to the warfighter. However, this equipment was primarily designed to provide circuit-switched voice communications and had limited data functionality. In 1997, the brigade moved toward a wider array of IP-based switching and routing services, centered on the aforementioned COTS-based data communications packages. In 2006, the brigade began turning in the DGM equipment and transitioning to Joint Network Node equipment.

JNN is the Army's latest communications system consisting of IP-based COTS switches, routers and multiplexers providing high bandwidth voice and data services to customers at all echelons. The brigade was one of the first Network Enterprise Technology Command units to field JNN, permitting the brigade to better support current customer requirements and interface directly with JNN-based brigade combat teams. The JNN fielding enabled the subordinate battalions of 7th Signal Brigade to transform into Expeditionary Signal Battalions.

The brigade is also capable of providing incremental support depending on the mission requirements and the size of the element to be supported. The smallest entity is the Early Entry Package which is an International Maritime Satellite System-based, suitcase sized package designed to provide voice, data and tactical radio services to initial entry forces. Once the initial force has been established, the Command Post Node can be employed to support follow-on operations, providing scalable voice and data service to battalion-sized command posts. The CPN can be augmented by the JNN and/or the Single Shelter Switch, greatly increasing the service capabilities to support brigade and division sized Command Posts. The EEP, CPN, JNN and SSS are designed for the capability of being transported on commercial aircraft. To support full spectrum operations, the brigade can deploy a Theater Readiness Package consisting of a CPN that is always on-call and scalable to support any contingency mission within the area of responsibility. Company, battalion and brigade size communication networks can also be deployed for larger scenarios.

Since 2001, the Brigade has been fully engaged in supporting the Global War on Terror. The brigade has sent teams to every rotation of Operation Iraqi Freedom including the deployment of the brigade headquarters to OIF II in 2004. 44th deployed in support of SETAF for Operation Enduring Freedom in Afghanistan. 72nd deployed to OIF 05-07 and took responsibility for the largest and most robust communications network the Army has ever assembled. 44th deployed to OIF 07-09, maintaining the same high standard of quality service that 72nd extended during their rotation. The brigade has also supported Operation Joint Forge in Bosnia-Herzegovina, humanitarian relief efforts in Pakistan and Lebanon, a variety of NATO and Partnership for Peace training missions such as Combined Endeavor, Immediate Response in the Republic of Georgia, Joint Task Force-East in Bulgaria, Stable Guardian, multiple USAREUR / 7th Army and USEUCOM exercises, JMTC / JMRC rotations, and other special events such as high school graduation VTCs in recent years.

The brigade continues to launch new initiatives to remain at the forefront of communications excellence such as the Brigade University of Information Technology that provides the opportunity for signal Soldiers within the brigade to gain value added education and civilian network certifications. In. The brigade continues to set the standard for NETCOM tactical communications and remains on point for the Signal Regiment in Europe.

# 44ᵗʰ Signal Battalion

T he 44th Signal Battalion, located in Mannheim, Germany, is an Expeditionary Signal Battalion responsible for enabling command and control for war fighting units in austere environments through state of the art communication equipment. 44th ESB provides leadership to over 500 Soldiers and is in a state of transition as part of the Army's transformation campaign.

The only constant known in the battalion is change. Just as the rest of the Army is transforming to meet the needs of the ever evolving battlefield, the Signal Corps is ensuring it postures itself to keep pace with the greater command and control needs combat arms commanders expect. Although the 44th ESB has recently restructured to meet this need, the battalion is again revisiting that process. To date, the 44th is the second battalion within the Army Network Enterprise Technology Command that has transitioned to the newest signal organization design, the Expeditionary Signal Battalion.

The 44th was once a Signal Telecommunications Battalion which doctrinally supported theater-level communications requirements within USAREUR / 7th Army. To better support the missions in USAREUR / 7th Army, the "Fighting 44th" transitioned to a Theater Tactical Signal Battalion in 2004 then again to an Integrated Theater Signal Battalion in 2006. Finally, in 2007, the 44th Signal Battalion converted to an ESB.

The mission of an ESB is to provide nodal communications support for the commander of an Army Forces component to a combatant commander, joint task force contingency operation, or a major combat operations deployment by providing communications facilities in the theater operations. This is different from the previous missions as a TTSB or an ITSB. An ESB has the added responsibility of supporting units traditionally considered echelons corps and below in addition to its traditional mission of supporting echelons above corps units. Simply stated, the battalion supports not only units such as the 212th Combat Support Hospital as the 44th Signal Battalion did during the Pakistan Earthquake Relief, but also support brigades fighting side by side with brigade combat teams within division formations.

To accomplish this, the battalion is comprised of two types of signal companies. The expeditionary signal companies, Alpha and Bravo, support the units fighting within division formations with identical equipment as is embedded in the recently formed BCTs. Charlie Company is classified as a Joint/Area Signal Company which supports the theater-level assets and joint task force contingency operations requiring massive amounts of communications assets for their large noncontiguous command post structures. The ESB's dual-faceted design meets the total needs of today's expeditionary Army.

Converting from a TTSB to an ITSB, the 44th Signal Battalion started moving away from using the conventional set of Army signal equipment to utilizing a healthy mixture of conventional equipment as well as commercial off the shelf equipment. In doing so, the unit better enabled command and control capabilities, but supported fewer unit command posts. Now transitioned to an ESB, the battalion's communications equipment is primarily COTS equipment in a tactical container and the battalion can now support up to 30 command posts simultaneously with a wide array of services using multiple transmission mediums.

In the past as a TTSB or an ITSB, Soldiers in the "Outstanding 44th" have used equipment such as Small Extension Nodes, Large Extension Nodes, and other antiquated Army equipment. Soldiers are now resourced with the Joint Network Node and Single Switching Shelter Version 3, employing equipment made by companies such as Cisco Systems, REDCOM and NET.com. The same Cisco switches, routers, and firewalls used to manage the Internet and major civilian business networks are the same switches, routers and firewalls our Soldiers are using to manage the Army networks the warfighter uses to communicate.

Soldiers provide communications using a wide variety of methods to produce secure and non-secure internet, digitally switched telephone services, Voice over Internet Protocol telephone services, and video teleconferencing services. The battalion uses multiple forms of transmission mediums to include: X-band, Ku-band, C-band, and Ka-band Satellite Communications Terminals; Tropospheric Scatter Microwave Radio Terminals; and High Capacity Line of Sight Microwave Radio Terminals.

During this phase of transformation, 44th ESB Soldiers and leaders continue to go through extensive training to ensure their ability to install, operate, and maintain new communications assets. Currently, there are eleven local classes scheduled to train Soldier of many Military Occupation Specialty skill sets giving them knowledge and tools to complete Global War on Terrorism missions.

The battalion validated its new abilities as they successfully supported Multi-National Corps -- Iraq during Operation Iraqi Freedom 07-09 as the Army's first pure ESB task force.

# 72ⁿᵈ Signal Battalion

The 72nd Expeditionary Signal Battalion is a forward deployable tactical theater asset responsible for providing expeditionary, command and control communications support to USAREUR / 7th Army, joint and combined forces within the European Command and African Command Area of Responsibility. The 72nd ESB is also tasked to provide communications support to U.S. Central Command as part of the Army's Force Generation pool in support of Operation Iraqi Freedom and Operation Enduring Freedom. The battalion consists of four companies: HHC, A, B, and C, with approximately 500 Soldiers assigned is based on Taylor Barracks in Mannheim, Germany, and is a subordinate element of 7th Theater Tactical Signal Brigade.

The primary mission of the 72nd Expeditionary Signal Battalion is to provide tactical communications support to the warfighter, completing the connection from the front line to the Global Information Grid. The 72nd ESB provides a variety of services to its customers including routing, switching, video teleconferencing, email, plant cable infrastructure, Red Switch and DSN telephone circuits by utilizing a mixture of Joint Network Nodes, Single Shelter Switches and Battalion Command Post Nodes, with multi-band satellite communications, Line of Site and tropospheric scatter radio systems.

The 72nd ESB completed its transformation from an Integrated Theater Signal Battalion to an Expeditionary Signal Battalion in January of 2008. The new JNN equipment replaced legacy Digital Group Multiplexer equipment. The DGM equipment was designed to provide circuit switched voice communications with only limited data communications support while JNN brings the leading edge of digital communications to the battlefield. It is fully IP-based and integrates key technologies such as Voice Over IP along with a robust and seamless connection to the Army's enterprise data network.

The 72nd ESB transformation included replacing or upgrading all of the battalion's signal equipment assets, a reorganization of the battalion's companies and teams, as well as ten weeks of intense course work to train the Soldiers of the 72nd ESB to be world-class communication professionals. This aggressive transformation was concluded with a successful Battalion Network Validation Exercise in 2008.

The 72nd ESB also maintains a Theater Readiness Package at all times. The Theater Readiness Package provides scalable and rapidly deployable communications, on short notice, anywhere in the EUCOM or AFRICOM area of responsibility.

Since transitioning to an Expeditionary Signal Battalion the 72nd ESB has provided communications for several major exercises in 2008, to include the USAREUR / 7th Army validation exercise, Austere Challenge, and two international deployments to support Partnership for Peace training missions: Immediate Response in the Republic of Georgia and Joint Task Force – East in Bulgaria. These missions allowed the Soldiers and leaders of the 72nd ESB to gain the necessary experience to become highly proficient on their equipment and deploy at a moment's notice. These missions presented new challenges and the opportunities to create innovative solutions such as connecting tactical switches to civilian phone networks, using a JNN as a standalone Regional Hub Node and the capability to establish secure communications with the U.S. Army Enterprise system over any civilian internet link anywhere in the world.

The 72nd ESB deployed in 2005 in support of OIF 05-07 and is currently preparing to deploy in 2009 in support of Operation Iraqi Freedom.

# 2nd Signal

The 2nd Signal Brigade, based in Mannheim, Germany, is the premiere strategic signal unit in USAREUR / 7th Army. It provides the information technology operational base and network management services to ensure information dominance to the warfighter throughout the USAREUR / 7th Army area of responsibility. 2nd Signal Brigade maintains a trained and ready signal force in support of Army, joint, and multinational operations in EUCOM.

The 2nd Signal Brigade is currently organized into six signal battalions and one civilian support group and is responsible for the European Theater Network Operations and Security Center. Each of the six signal battalions provides strategic and operational base signal support to all Army elements within its respective area of responsibility These AORs cover nine countries: England, Belgium, the Netherlands, Luxembourg, Germany, Italy, Bosnia, Kosovo, and Romania and is the singular provider for all voice, data, and automation support for over one hundred Units spread throughout Europe.

The 39th Signal Battalion provides strategic Information Technology services, Communications Security logistical support and COMSEC equipment maintenance Direct Support to an area approximately 160,000 square kilometers throughout the BENE-LUX, England and northern Germany. The 39th Signal Battalion provides information management and reach back capabilities throughout the battalion's area of responsibility. The 39th Signal Battalion is also responsible for all communications in support of the USEUCOM/SACEUR commander.

The 43rd Signal Battalion provides operational base signal support and information management to Headquarters USAREUR / 7th Army, and the communities of Heidelberg, Mannheim, Kaiserslautern, Pirmasens, Miesau and Landstuhl. It provides Theater Level Communications Security Logistics Support Services and GS/DS COMSEC and Controlled Cryptographic Items Maintenance Support for all U.S. Armed Forces, U.S. government agencies, and NATO/Allied forces, as directed, within the European and Southwest Asian Theaters.   In 2008, the installation of the Regional Hub Node increased the Media Gateway Facility's Operational capability by giving Joint Network Node equipped units access to core communications services in a sanctuary environment within hours.

The 52nd Signal Battalion provides strategic and operational base signal support for Headquarters U.S. European Command, Headquarters U.S. African Command and other Defense Department activities. It provides Information Management support, including automation and telecommunications USAG Stuttgart all tenant units within its area of responsibility.  Additionally, the 52nd is responsible for all European theater Dial Service Attendant, Dial Central Office and Defense Messaging System operations.

The 69th Signal Battalion is located in Grafenwoehr, Germany and is a warfighter-focused, forward-based operational battalion

# Brigade

extending the global information grid and enabling Army, theater, joint and combined forces. The battalion's primary mission is to provide strategic signal support to the warfighter in garrison, during training exercises, and reach-back services during deployments. The 69th Signal Battalion provides signal support to warfighters in the 2nd Stryker Cavalry Regiment in Vilseck, the 12th Combat Aviation Brigade as well as the Joint Multi-National Training Command which includes the USAG Ansbach, USAG Grafenwoehr, USAG Bamberg, USAG Wurzburg, USAG Schweinfurt, and the Joint Maneuver Readiness Center JMRC located in Hohenfels. Additionally, the 69th built a Coalition Network Node in order to provide Signal support for the various multinational coalition members conducting training at both Grafenwoehr and Hohenfels. Wiesbaden, Germany as a forward deployed, operational based signal battalion focused on providing world class Information Technology support to warfighting units and supporting organizations within its area of operations, including the 1st Armored Division, 66th Military Intelligence Group, and the United States Army Garrison, Hessen.

The 509th Signal Battalion provides Information Management and reach back capabilities throughout the battalion's area of responsibility. This support includes U.S. Forces located in Northern Italy, 173rd Airborne Brigade Combat Team and Southern European Task Force located in Vicenza and USAG elements in Livorno, Italy, as well as Balkans Theater (Kosovo and Bosnia). The battalion commander is the G6 for the SETAF and plans all aspects of Command and Control Communications for all SETAF missions, deployments, and exercises.

The 6981st is one of only three remaining Civilian Support Groups within Germany and its headquarters is located on Coleman Barracks, Mannheim, Germany. The primary mission is to provide high quality, cost efficient cabling and network infrastructure solutions in copper and fiber optics throughout the EUCOM theater of Operation. Over the past year, the AOR has expanded to include JTF-E locations (Bulgaria, Romania, Kosovo). The 6981st CSG has matured in their technical support requirements now supporting fiber optic installations for cable distribution systems and protected distribution systems. Recent tasks by 5th Signal Command included support for the DISA fiber optic ring installation in the European central region.

The European Theater Network Operations and Securtiy Center is responsible for ensuring the availability of the network; assure that the information stored on the network is protected and that this information can be delivered to the customers when needed. The E-TNOSC conducts performance monitoring, configuration management, and problem detection and resolution for all of the networks throughout Europe and facilitates the effective operations of these systems which support net-centric operations.

The E-TNOSC operates, manages, administers and defends the Army portion of the European Theater Global Information Grid to deliver seamless C4IM capabilities in support of all European Theater Army organizations. The E-TNOSC conducts network management, enterprise applications management, performance monitoring, configuration management, and problem detection and resolution for all of the networks throughout Europe. The E-TNOSC also projects enterprise services and the theater network common operational picture to the USAREUR / 7th Army Operational Command Post and deployed tactical forces.

Through these battalions, the brigade is responsible for providing support for the Headquarters of NATO, EUCOM, USAREUR / 7th Army, 7th ARCOM, 21st TSC, 1st PERSCOM, MEDCOM, 5th Signal Command, 2nd and 7th Signal Brigades and other major subordinate commands. The brigade currently provides traveling communications teams in direct support of the USEUCOM/ SACEUR and USAREUR / 7th Army Commanding Generals as well as the Deputy EUCOM Commander and is occasionally called upon to provide reach back capability for the White House Communications Agency in support of the President of the United States.

In addition to its operational base support, the 2nd Signal Brigade is often called upon to provide its communications expertise to support various training exercises for those units preparing to deploy in support of the Global War on Terrorism and has developed relationships with those Units who have Signal Soldiers to provide Training Oversight for all signal Soldiers within the European theater. The brigade also provides strategic long-haul communications capabilities to units that are currently deployed. The brigade also frequently provides individuals to augment those units who are currently deployed or are preparing to deploy.

The 2nd Signal Brigade is continually transforming, updating and improving the way it provides its support to its customers. During the last year the brigade gained operational control of the E-TNOSC, Enterprise Service Desk and fielded the 2nd Regional Hub Node in the Army. Undertaking this transformation, the brigade have consolidated services to provide an improved, professionally managed, more secure information infrastructure for our customers as well as added the capability to provide flexible, quick reaction command and control services to the warfighter.

As the 2nd Signal Brigade continues to transform, it will continue to provide a support to units and to the Soldiers and civilians that constitute the units here within Europe. The brigade continues to look for ways to improve its ability to provide rapid, flexible, and dynamic support to USAREUR / 7th Army units and to the DoD in the Global War on Terror.

# 102ⁿᵈ Signal Battalion



**T**he 102nd Signal Battalion is a forward deployed, operational based signal battalion focused on providing world class Information Technology support to warfighting units and supporting organizations within its area of operations, including the 1st Armored Division, 66th Military Intelligence Group, and U.S. Army Garrison Hessen.

The 102nd Signal Battalion is headquartered in Wiesbaden, Germany. The battalion supports U.S. Army Garrison communities located in Baumholder and Wiesbaden. To support these communities, the battalion is organized with a Regional Operations Center located in Wiesbaden and an Operations Center in Baumholder. Each of the communities is supported by a Dial Central Office that provides telephone service to their respective Garrisons.

The unit was able to locate and refurbish what is believed to be the original colors of the battalion from World War II, honoring the battalion motto of "Honor, Heritage, History."

The battalion vision to be "5th Signal Command's foremost provider of information technology services; transforming for tomorrow…enabling information dominance for the warfighter today" recognizes the importance of Army transformation efforts in the European theater. Transformation heavily influenced operations within the battalion during the past year and will continue to dominate activities over the next several years.

The battalion is engaged in several aspects of the transformation efforts including a major reorganization of the battalion, supporting Inactivation, Relocation and Restructuring throughout each of its communities, active involvement in the development and implementation of the Single DOIM in the European theater, and major infrastructure upgrades in several of communities.

Currently, the 102nd Signal Battalion continues to build upon the work of the reorganization and downsize the battalion in accordance with the 5th Signal Command transformation plan. Major infrastructure projects are underway and planned within Wiesbaden Army Airfield as it transforms into an enduring location that will be the future home to USAREUR / 7th Army units. Key events have included the close out of all operations in the Giessen, Hanau and Darmstadt Communities as these communities closed late 2008.

The 102nd actively supports warfighting units that deploy Soldiers to Iraq and Afghanistan. As an enabler to the warfighter, the battalion provides telephone and data/network support to pre-deployment exercises and support to deployment activities. The battalion also provides key support to reintegration activities as units return from deployment.

In the spirit of German-American partnership, the 102nd Signal Battalion continues its efforts to build strong community relations. The battalion sponsored a team in the Wiesbaden Annual 25-hour Run, which aims to raise money for elite athletes from Wiesbaden and the greater Hessen area. The Soldiers of the 102nd also participated in many training events with their German partnership unit. Highlighted events include the German Bundeswehr competition Schinderhannes, rifle range training and qualification with German weapons 'Schutzenschnur' and rappelling off a bridge over the autobahn. The Fuehrungsunterstuetzungsbattallion 282 participated in the battalion second quarter marksmanship range, Regimental Signal Week Sports Day and were guests at the second annual Reunion Dinner.

Through all the challenges of transformation and the complexities of bringing advanced communications and information technology services to our customers, the 102nd proudly remains vigilant and constantly stands ready to meet the needs of Hessen and Rheinland Pfalz communities.

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# 509th Signal Battalion

The 509th Signal Battalion's mission is to plan, operate and maintain communication network as an extension of the Global Information Grid and maintain, direct and supervise tactical, strategic and sustaining base command, control, communications and computers for the Southern European Task Force, EUCOM, NATO National Support Elements, and forces located in separate facilities throughout Northern Italy and the Balkan Theater (Kosovo and Bosnia) with rotation task force operations at Camp Bondsteel. The 509th Signal Battalion commander also serves as the SETAF G6 and the U.S. Army Garrison Vicenza DOIM chief. As required throughout the year, the 509th Signal Battalion commander and a large part of his force will deploy with SETAF as the CJ6 or J6 in support of any combined joint task force or joint task force.

The S3 Network Operations Cell provides 24/7 technical support services for customers of the Army NIPR, SIPR, and Voice Networks. The three core disciplines are Network Management, Information Dissemination Management, and Information Assurance. Each function is synchronized to provide centralized availability of timely, relevant, and accurate information essential to the decision-making process at all levels. The NETOPS cell's geographic responsibility includes Italy, Kosovo and Bosnia.

The 509th Signal Battalion organizes, plans and implements customer requirements for new and improved infrastructure serving USAG Vicenza, SETAF, and the 173rd Airborne Brigade Combat Team. The core services provided are data and voice networks (classified and unclassified) to include copper, fiber, and hardened carrier distribution systems. The 509th Signal Battalion represents 5th Signal Command G3 for all sustaining base actions involving recapitalization for assigned military communities throughout our footprint. The office conducts contracting officer representative duties by ensuring statements of work, contracted services, and installation quality assurance is delivered as directed. CMDSA operations are expected to commence in FY09 with the transition of installation CMDSA responsibility from SETAF to 509th Signal Battalion for theater COMSEC logistical support.

Operations Center Vicenza is responsible for operations, maintenance and installation of Defense Switched Network operations, to include data and video connectivity via ISDN Communications, Data Network installation, operation and maintenance, and community Information Assurance security management. The OC works to capitalize on current and future networked capabilities. The organization's geographical area consists of National Support Element Poggio Renatico, NSE Milano, Aviano Airbase based missions, ASP7, Torri, Lerino, JTF Longare, Villaggio, Caserma Ederle, and, in the future, Dal Molin.

Operations Center Livorno is responsible for operations, maintenance and installation of Defense Switched Network operations, Data Network installation, operating and maintenance, and community Information Assurance security management. The OC geographical area consists of Darby, Leghorn, and Coltano installations. OC-Livorno continues to provide both strategic pre-positioned support capabilities to the warfighter while concurrently serving as an Army Forces Recreation Center for USAREUR.

Operations Center Kosovo is responsible for providing strategic reach-back and network services to the forward-deployed warfighters of the Task Force, U.S. National Intelligence Center, NSE, U.S. allies, and support/tenant agencies. This includes ensuring dependable Command, Control, Communication and Communications Information Management services and on-demand telecommunication services for cutting-edge dominance throughout the Balkans Theater to include Bosnia (in Pristina) and Camp Bondsteel (Kosovo).

The 509th Signal Battalion continues to be operationally ready and enables Army forces throughout Northern Italy and the Balkans for mission success; embracing the enterprise, implementing new business practices, and remaining focused on personnel quality of life and well-being. Our objective is to continue serving as a lighthouse for signal mission success through Italy and the Balkans theater.

# 39ᵗʰ Signal Battalion



The 39th Signal Battalion, a strategic signal battalion located in Chievres, Belgium, is the U.S. communications provider for the Belgium, Netherlands and Luxembourg, known as the BENELUX region. The battalion has subordinate elements and facilities on the Supreme Headquarters Allied Powers, Europe (SHAPE) installation, in Brussels, the Netherlands, Luxembourg, Northern Germany and the United Kingdom. This area of responsibility is the largest of any signal battalion within USAREUR / 7th Army, covering more than 160,000 square miles.

The battalion's mission is to install, operate, maintain and defend intergraded theater, joint, and combined network operations throughout the BENELUX, United Kingdom, and Northern Germany, enabling battle command for all warfighters. Primary aspects of this mission are to provide critical communications and IT service support at SHAPE Headquarters in Mons, Belgium, the North Atlantic Treaty Organization Headquarters in Brussels, Belgium, satellite communications support to the U.S. Army Intelligence and Security Command at Menwith Hill, England, contingency operations support to deployed U.S. forces, and command, control, communications and computer support to three U.S. ambassadors, the EUCOM commander, and eight other general officers and their staffs located throughout BENELUX.

This battalion, the most decorated signal battalion in the Signal Corps, experienced numerous successes and has been recognized multiple times in recent years. The 39th Signal Battalion received Army Superior Unit Award for its superior service to the Global War on Terror. It also set the standard for maintenance by winning the Army Award for Maintenance Excellence at the NETCOM level four out of the last five years.

The new operations center located at SHAPE Headquarters was activated to support the increasing customer population at SHAPE, as well as increasing service support to the Commander, USEUCOM/Supreme Allied Commander Europe. One of the many distinguishing characteristics of the new Operations Center that also transferred was the joint and multi-organization section known as the SACEUR Communications Coordination Cell. The office is managed by the 39th Signal Battalion with personnel also assigned from the U.S. Air Force and NATO. It directly supports the USEUCOM/SACEUR commander, major command commanders, deputies, an ambassador, and respective immediate staffs for the coordination of all communication requirements. Included in the growing critical organizations supported is the NATO Special Operations Coordination Cell.

OC Schinnen and OC Brussels were involved in multiple diverse communications support missions and numerous simultaneous modernization initiatives during 2008. Recent efforts, led by OC Brussels, to consolidate, modernize and improve the local communications infrastructure has come to fruition with the completion of a new fiber optic cable link into NATO Headquarters. OC Schinnen recently completed an initiative to coordinate the delivery, storage, imaging and distribution of computers in the region while continuing to care for approximately 480 computers. They also provide the sole source of computer support to several of the unattached satellite units that inhabit the BENELUX. Significant infrastructure upgrades were completed on the Schinnen Emma Mine Complex. High speed redundant gigabit fiber connectivity and network hardware was installed, including copper connectivity. The upgrade rounded out with the installation of high speed ATM switches which support the wide area link infrastructure.

The Regional Operations Center Chievres is co-located with the 39th Signal Battalion Headquarters and the USAG Headquarters at Daumarie Caserne. Under ROC Chièvres, the Area Processing Center serves as the central location for all server resources in the BENELUX region and provides file, print, web, and database servers for the entire community.

The SACEUR Communications Team provides continuous 24 hours, seven days a week, communications support to the SACEUR commander while at home or away. With the changes to the traditional EUCOM footprint, scaling down of forces in traditional western European nations, and agreements with Romania, Bulgaria, Poland, and Italy, the force structure for both U.S. Forces and NATO continue to transform. With NATO involvement expanding beyond the borders of conventional NATO countries, travel support included multiple trips to Afghanistan and Iraq as the SACEUR traveled to ensure the stability of NATO in the respective regions.

The battalion maintains a Department of Defense-directed Nuclear Surety/ Personnel Reliability Program due to its COMSEC vault. The COMSEC Material Direct Support Activity maintains all COMSEC material for the BENELUX region to include special COMSEC material from the Joint Chiefs of Staff and EUCOM for their Nuclear Surety missions in support of EUCOM. Additionally, the battalion maintains emergency action messaging systems that support EUCOM as well.

# 43rd Signal Battalion

The 43rd Signal Battalion, located in Heidelberg, Germany, is one of six premier signal battalions within the 2nd Signal Brigade. The battalion's mission is to install, operate, and maintain warfighter-focused, forward-based communications infrastructure, information systems and services capable of extending the Global Information Grid, and providing theater COMSEC in support of Army, joint, interagency, and multi-national forces.

The 43rd Signal Battalion has a storied past that began in 1944 with its activation in Missouri to its action in the Republic of Vietnam to its arrival at its current home in Heidelberg, Germany in 1974. At that time, the battalion's mission was to supervise the operations, training, maintenance, supply, administration, and security of fixed station dial offices, telecommunications center, European Command Control Console Systems, wide and narrow band secure systems, HF/SS fixed and mobile radio, the assigned portion of the European Wideband Communications -- a part of Defense Communications Systems, and other communications support, as directed, in support of the U.S. Forces commander in Europe.

Although the equipment has changed over the years, the battalion continues to support USAREUR / 7th Army and EUCOM joint and coalition forces and deployed warfighters with world-class communications support.

Today, the 43rd Signal Battalion is comprised of three companies: Headquarters and Headquarters Detachment, 11th Signal Detachment, and the 181st Signal Company.

Under the Single DOIM concept the battalion operates a DOIM Service Management Office consisting of three Network Service Centers and an Area Processing Center. The NSCs provide and maintain, voice and data systems for customers throughout the battalion's area of operational responsibility, which encompasses the Heidelberg, Mannheim and Kaiserslautern areas. The APC is one of only four similar facilities in Europe, providing system administration for the consolidation of servers as well as having a continuity of operations plan capability for other processing centers in theater. These offices are manned by highly trained U.S. Army Soldiers, DoD civilians, contractors, and local nationals, who enable seamless voice and data communications support to our customers.

The headquarters and headquarters detachment provides administrative support to the battalion staff and conducts warfighter training for assigned soldiers. Additionally, the USAREUR / 7th Army commanding general's communication team is aligned under the HHD. This hand-picked team of communications professionals provides immediate access to a variety of communication mediums for the commanding general anywhere, anytime. The team also supports the deputy commanding general, directorates, and their respective staffs with communications support.

The 11th Signal Detachment provides theater level communications security logistics support services; Direct Support/ General Support COMSEC and controlled cryptographic items maintenance support for all U.S. Armed Forces, other military departments, U.S. Government agencies and NATO Forces, as directed. As the only forward-deployed Communications Security Direct Support/General Support repair facility, they manage the Extension Tier 1 segment which is a vital backbone element of the unified, scalable, interoperable, and trusted electronic key management system that provides net-centric key management services to systems that rely on cryptography, serving the European Theater, Southwest Asia, and African cryptographic community. The 11st Signal Detachment also manages the Nuclear Surety Program, one of only four within the U.S. Army, to receipt, maintain, and distribute theater HQ U.S. European Command controlled Sealed Authenticator Systems and Permissive Action Link unit cards.

The 181st Signal Company installs, operates, maintains and protects operational base GIG connectivity, communication services, and provides regional and theatre level communication security services in support of Army, joint, interagency and multi-national forces on a global scale. The company has geographically separated sections that consist of a headquarters section, COMSEC Management and Direct Support Activity located in Heidelberg and the Media Gateway Facility located in Landstuhl. The CMDSA section provides regional COMSEC support for customers in Germany and Bosnia, including USAREUR / 7th Army, and several other major units in Europe. The Media Gateway Facility – Landstuhl is the premiere satellite communications facility in this theatre and the crown jewel of the 5th Signal Command. Its Defense Satellite Communications System X Band terminals are supplemented with Ku, C band, and Ka band systems that provide Department of Defense elements and deployed warfighters access to the Global Information Grid. Recently, this dynamic site has added a Regional Hub Node, which now provides seamless support to Joint Network Node equipped warfighters.

Throughout 2008, the 43rd Signal Battalion will continue its mission of providing communications services and when directed, to augment deployed units with expert Soldier support. Significant upcoming events include the completion of the Installation Information Infrastructure Modernization Program within the Kaiserslautern area of responsibility, scheduled upgrades to the ET1S, as well as the continued battalion reorganization in accordance with the USAREUR / 7th Army Transformation Plan.

Through teamwork the 43rd Signal Battalion has implemented a bond of strength that can only be adjoined by speed to maintain an "Always Professional!" performance.

# 52nd Signal Battalion

T he mission of the 52nd Signal Battalion is to provide warfighter-focused, forward based information services, and portions of the Global Information Grid that enable Theater, Army, Joint, Combined, and Special Operation Forces. The battalion provides critical command and control communications to Headquarters USEUCOM, Headquarters USAFRICOM Transition Team, Headquarters Marine Forces Europe, Headquarters Special Operations Command Europe, Defense Information Systems Agency Europe, Marshal Center, U.S. Army Garrison – Stuttgart, and other tenant organizations in Southern Germany that are critical to the Global War on Terror. The battalion consists of a headquarters detachment, the 587th Signal Company located at Patch Barracks, Germany and a satellite OMC located in Garmisch, Germany.

In 2006, all European theater Dial Service Attendant operations were consolidated to Stuttgart, providing an optimal enterprise solution. The Stuttgart DSA operation and its telephone operators handle over 50,000 calls per month, supporting 46 dial service areas theater-wide.

Additionally, in 2006, all Defense Message Systems operations in Europe were consolidated at the 52nd Message Center as the theater Enterprise messaging solution. DMS is the DOD organizational messaging system for all EUCOM and USAREUR / 7th Army message services that ensures delivery and receipt of critical military message traffic.

The battalion continues to improve their information technology infrastructure, most notably with the recent beginning of Phase II of the EUCOM Internal Cable Distribution System and Protected Distribution System upgrade. The upgrade will replace legacy telephony and IT infrastructure within select EUCOM buildings. 2007 also saw the implementation of the Single DOIM in USAG Stuttgart. The undertaking consolidated all IT services conducted in the USAG Stuttgart under one organization, the 52nd Signal Battalion, while leveraging the power resident in the 5th Signal Command enterprise.

The 52nd also provides communications support to the four-star headquarters, USAFRICOM in the Stuttgart community. The 52nd provides the same significant, responsive customer support currently afforded to USEUCOM.

The 52nd Signal Battalion provides multiple direct communication support missions to EUCOM. An example is the EUCOM and AFRICOM Deputy Commander's Communications Team. Those Soldiers participated in countless missions in 2006 and 2007, traveling to numerous countries spanning the United States, Europe, Africa, the Balkans, and the Baltic states. The International Marine/Maritime Satellite and the Broadband Global Area Network were added to the DCOM communication package, as part of a significant total package upgrade.

The 52nd supports EUCOM and its Nuclear Surety mission with the Joint Nuclear Operations Center Platoon. This platoon operates dual MILSTAR satellite systems and crisis contingency communications equipment to ensure that the nation's most critical message traffic gets through on time, every time.

The battalion also provides critical support to EUCOM and Southern Europe with its COMSEC Direct Support Maintenance Activity. The CMDSA is responsible for the accounting, distribution, and safekeeping of over 14,000 COMSEC items to include Positive Control Material. The CMDSA is responsible for maintaining PCM for EUCOM. As such, the CMDSA provides support for maintaining accountability, storage, destruction, and issuing of material to Positive Control Material Teams assigned as hand receipt holders. The CMDSA also provides maintenance support for Controlled Cryptographic Items and COMSEC equipment, as well as key support for secure telephones.

The battalion maintains a strong regional partnership with the Kriesgruppe Donau-Iller, a German reserve unit stationed in Ulm. Leadership and staffs from the 52nd and the Kriesgruppe Donau-Iller work closely to offer partnership events that are well received by both nations' armed forces. These events have included marksmanship ranges, field training exercises, and the annual Emerkingen Warrior Day.

The years ahead promise to be exciting and challenging times for the battalion. The Soldiers, Civilians, and Families of the 52nd will continue to meet each new challenge with a commitment to excellence in all that they do.

# 69th Signal Battalion

The 69th Signal Battalion is a warfighter-focused, forward based operational base battalion extending the global information grid and enabling Army, theater, joint, and combined forces. The battalion's primary mission is to provide strategic signal support to the warfighter in garrison, during training exercises, and reach-back services during deployments. Achieving this vision requires trained, professional technicians integrating the warfighter with the sustaining base and the GIG using innovative current and emerging technologies to support USAREUR / 7th Army and EUCOM in the Global War on Terrorism.

Located in Grafenwoehr, Germany, the 69th Signal Battalion provides service to warfighting units such as 172nd Infantry Brigade in Grafenwoehr, 1st Armored Division units in Schweinfurt, a 173rd Infantry Brigade Combat Team battalion in Bamberg, 12th Combat Aviation Brigade in Illesheim, and 2nd Stryker Cavalry Regiment in Vilseck. The battalion also provides critical misson support enabling the Joint Multinational Training Command and its subordinate commands: the JMTC in Grafenwoehr and the Joint Multinational Readiness Center in Hohenfels, to train today's warriors for the Global War on Terrorism.

In addition to the four combat arms brigades, the 69th Signal Battalion also supports five U.S. Army Garrison communities located throughout the German state of Bayern in Ansbach, Bamberg, Grafenwoehr, Hohenfels, and Schweinfurt. The battalion has Operational Centers at each location, providing direct network and telephone support to the garrisons and their tenant units. The battalion also oversees the Area Processing Center in Grafenwöhr. The APC provides enterprise services support to all garrison communities.

The 69th Signal Battalions portion led the Signal transformation through the closure of the USAG Franconia community and re-stationing from Wuerzburg to Grafenwoehr, Germany. This forward-thinking move enabled the battalion to better support the warfighting brigades as well as the JMTC. Over the past year, the 172nd Infantry Brigade moved from Schweinfurt to Grafenwoehr, successfully supported the 2008 Austere Challenge exercise and supported the redeployment of 173rd BCT and 12th Combat Aviation Brigade. The battalion assisted each of these brigades' redeployment process. Additionally, the 69th Signal Battalion assume command, control and communication responsibility for the Joint Task Force-East communications element. The 69th is working closely with the 2nd Stryker Cavalry Regiment as they prepare for their first JTF-E deployment to Romania.

Certification, validation, and mission rehearsal exercises are a critical component of the battalion's every day mission. By supporting the Grafenwoehr and Hohenfels training areas, the 69th Signal Battalion takes the lead for 5th Signal Command and 2nd Signal Brigade in the planning, preparation, and execution of communications support for complex computer assisted command post exercises as well as readiness training 'in the box' at JMRC Hohenfels. In order to successfully accomplish this mission, the battalion often works closely with the Battle Command Training Program, Fort Leavenworth, Kansas, and the Joint Warfighter Center, U.S. Joint Forces Command, Norfolk, Virginia. The 69th Signal Battalion enables these two organizations to certify units at division and corps level for deployment. The battalion also continues to support the annual division level Kosovo Forces mission rehearsal exercises.

In an effort to provide improved capabilities both in garrison and training exercises, the battalion is constantly testing innovative new technologies and developing new capabilities.

built a Coalition Network Node in order to provide Signal support for the various multinational coalition members conducting training at both Grafenwoehr and Hohenfels. The battalion is also preparing a proof of principle to test the practicality of using ThinClient technologies to support a variety of command post and simulations exercises. This effort will potentially save the Army tens of thousands of dollars and thousands of man-hours per exercise. New software solutions also present tremendous cost savings potential.

Soldiers, Army civilians, and local national employees are the heart and soul of the 69th Signal Battalion. The battalion continues to strive for excellence by seeking technical training, supporting the preparation for war of units throughout the Army, and providing exceptional communications service to the German State of Bayern.

# 6981st Civilian Support Group

The 6981st CSG is one of three local national Civilian Support Groups remaining in USAREUR / 7th Army. Created shortly after World War II, the 6981st celebrated its 50th anniversary in 2002. It is a direct descendant of the first German labor service units activated to support relief operations during the 1948 Berlin blockade. The unit is assigned to the 2nd Signal Brigade and headquartered at Coleman Barracks near Mannheim. It also has support detachments at Grafenwoehr and Stuttgart.

Though much smaller than its predecessor five decade ago, the mission for the 6981st remains the same: to support warfighters and military communities wherever and whenever there is a need for emergency communications cable repair, installation, and communication engineering solutions.

Members of the unit are true craftsmen. While retaining the skills and abilities necessary to install and repair antiquated copper wiring, which is still common in much of the theater, they also bring today's technology, training, and solutions to any challenge. Focused on fiber-optic materials and techniques, the 6981st CSG is not only involved in supporting the warfighter, but can be found in on-going projects ranging from rerouting fiber-optic packages at the Supreme Headquarters Allied Powers Europe, to providing cabling infrastructure for the Homeland Security Agency at the European MARS gateway entry point at Heidelberg. Their work continues to grow at an exponential rate as USAREUR / 7th Army units across the theater continue to phase out much of their 50-year-old wiring systems.

With the tremendous push to support warfighter exercises and large-scale deployments, the unit retains a constant presence at Grafenwoehr Training Area. Last year alone, the Graf detachment laid and retrieved more than 3,000 meters of overhead cable for the Danger Focus and Agile Lion series of exercises. The intensity of exercises at Grafenwoehr, Hohenfels, and Vilseck ensures the unit has sufficient work in that area for years to come. Due to increased work in the greater Stuttgart Area and to better support the EUCOM and AFRICOM, the 6981st established a detachment at Stuttgart in April 2008.

Working with industry giants such as Deutsche Telecom and Siemens Co., the 6981st is forging new and innovative ways to deliver high-speed transmission networks throughout USAREUR / 7th Army. Recently the men and women of the 6981st took on one of their largest challenges -- installing a cable distribution system to connect the traffic control tower with all operational elements of the Coleman Army airfield. The long awaited project was made possible through cost saving efforts using the 6981st instead of commercial contractors and saved the Army $400,000 as a result.

The unit has played a critical role in USAREUR / 7th Army's past, as it is doing so today, and will continue to do so in the future. Focused on providing the very best customer service and assistance when and where needed, it is truly the theater's 'go to' unit for communications support.

# European-Theater Network Operations and Security Center



The E-TNOSC operates, manages, administers and defends the Army portion of the European theater information grid and delivers seamless Information Technology capabilities in support of all European theater Army organizations. It coordinates with and takes technical direction from the European Command theater communications control center and the army global network operations and security center. It coordinates network operations functions laterally while sharing a common network operating picture with the Defense Information Systems Agency and other service counterparts. The E-TNOSC is comprised of eight branches.

The Enterprise Control Cell team operates and manages applications that provide enterprise network services and common baseline communications support to each individual user and unit throughout the theater.

The Enterprise Service Desk is the entry point for all user IT incidents and customer service requests within USAREUR / 7th Army. The ESD focuses on resolving IT incidents and service requests, while providing the highest degree of customer service.

The Information Assurance Branch maintains the critical border security of information networks through access control lists and firewalls. It also monitors and validates compliance with IA controls throughout the theater and develops methods to perform IA controls both within the E-TNOSC and throughout the Army in Europe.

The Data Network Administration Branch operates and manages the enterprise 'transport' networks that other applications and services use. This branch also operates and manages the transmission systems backbone and oversees the operations of transmission systems by subordinate units to include the theater fiber infrastructure, sonet, atm, and idnx.

The Switched Systems Team manages and operates the voice networks in theater,

to include the Defense Switch Network and Defense Red Switch Network.

The Enterprise Service Center provides 24/7 situational awareness of all network support activities across USAREUR / 7th Army units. This branch reports network incidents to higher and lateral agencies and overall direction of troubleshooting and reporting activities for subordinate Network Operations cells.

The Management Systems Branch operates, maintains, and develops the systems required to command and control the enterprise while providing network and systems visibility to all E-TNOSC teams. This team manages theater NETOPS technology programs and provides system administration support to the systems that support the E-TNOSC 24/7 theater missions, including those internal to the E-TNOSC and distributed across the theater as the theater Network common operational picture.

# 5TH SIGNAL COMMAND

As 5th Signal Command continues to lead and transform the Signal Corps in Europe, it continues to empower USAREUR / 7th Army warfighters by fielding new technologies and mastering battlefield tactical signal training to enable information dominance. The command remains on the forefront providing world-class communication services to its valued customers. 5th Signal Command is drawing the blueprints of its own future to set the signal standard for the U.S. Army. 5th Signal is collaborating with Department of Defense partners to strengthen computer network operations / cyber operations.

### NETWORK SERVICE CENTER

The leading force of the command's vision is the Network Service Center global construct. The NSC represents the operational di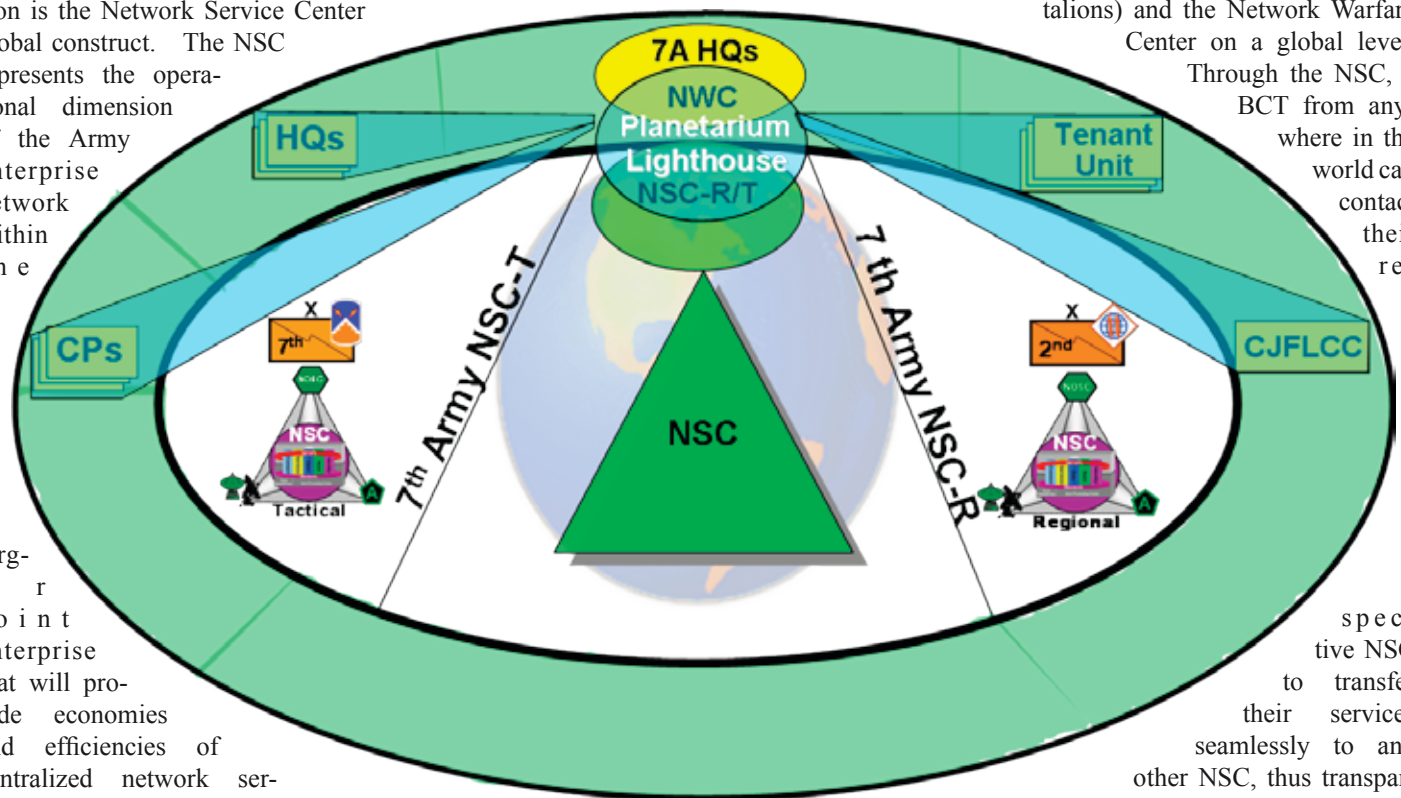mension of the Army enterprise network within the larger joint enterprise that will provide economies and efficiencies of centralized network services, significant improvements in computer network defense posture, and key enabling linkages to expeditionary forces.

The NSC is the warfighter's communications and network enabler, providing consolidated C4IM support to all bases, posts, camps and stations, which includes transport, data processing, modeling and simulation, and network operations capabilities.

During validation of the NSC concept, the command will demonstrate select "fight upon arrival" capabilities and improve network security posture. Utilizing an enhanced orders process, NETCOM / 9th Signal Command and 5th Signal Command will leverage the global NSC construct to transition a warfighting unit from CONUS to OCONUS across the joint phases of operation. This operational validation is part of a phased strategy to instantiate and execute NSC capabilities globally.

The NSC is essential because it provides continuity of information services to the warfighter. It incorporates Theater NetOps and security centers, STEP/TELEPORT sites, enclaves in APCs, regional 6s (theater strategic signal battalions) and the Network Warfare Center on a global level. Through the NSC, a BCT from anywhere in the world can contact their respective NSC to transfer their services seamlessly to any other NSC, thus transparently supporting warfighting units for any mission at any location. Ultimately, the service member will maintain a single e-mail identity no matter where in the world. Eventually this singular information construct will carry to phone numbers, logins, and all forms of electronic identity.

# Into the Horizon

## A NEW HOME: WIESBADEN ARMY AIRFIELD

On August 27, 2008, USAREUR / 7th Army announced that Headquarters, 5th Signal Command will move its flag from Funari Barracks in Mannheim, Germany to the Wiesbaden Army Airfield. Elements of the command group will permanently move by the summer of 2009, and the entire headquarters will follow as space becomes available.

While this relocation occurs, 5th Signal Command will continue with its mission of providing premier communications support to USAREUR / 7th Army warfighters. The commanding general has also made it clear that the welfare of all 5th Signal Soldiers, employees and their Families will remain at the forefront of this future action.

Moving to a new location can often breed uncertainties, but like any other mission, this move represents yet another opportunity for 5th Signal Command, the workforce and Families to set a standard of excellence and professionalism in USAREUR / 7th Army.

In Wiesbaden, 5th Signal Command will leverage the opportunity to co-locate and fuse the missions and responsibilities of the Network Service Center into USAREUR / 7th Army's Network Warfare Center.

The NWC will support the USAREUR / 7th Army Enterprise by leading Network Operations and augmenting Information Operations to deliver competent and robust Computer Network Operations / Cyber Operations for warfighters in Europe.

Through it all, 5th Signal Command will ensure constant first-class network support to USAREUR / 7th Army and execute 24 / 7 / 365 communications mission for the 92 country EUCOM / AFRICOM area of responsibility while remaining postured to support global contingencies and provide command and control communications support where ever the warfighter requires it.

Dragon Warriors will continue to set the standard, Army Strong!

## Strategy Map

**MEANS**

**Network Operations**
- Standardize NETOPS CONOPS and Cyber Ops
- Enable 24 hour Operations
- Develop Joint NETCOP
- Implement Army/Global ITSM
- Establish Joint Framework
- Submit Force Development Update

**Area Processing Centers** — **Regional Hub Node**
- Build Out the APCs
- Provision Core C4IM Services and Customer Migration
- Expand Services Beyond C4IM – Battle Command
- Develop RHN CONOPS & TTP
- PM-WIN-T Services Validate
- Bandwidth/Services Management

**Ensure Force Well-Being**
- Strategically Position Command Capabilities
- Strengthen Community and Host Nation Programs
- Ensure Safe Environments throughout Command
- Provide Best Possible Services/Facilities for the Command

**Strengthen Coalitions: 'Regionally Focused'**
- Improve Enterprise Collaboration Tools
- Enhance Coalition Networks
- Support Multinational Theater Exercises
- Strengthen International Partnership Programs

**Posture Command as Europe's Leading IT Organization**
- Emphasize Mentorship Program
- Sustain and Train the Best
- Maintain Comprehensive Training Guidance
- Ensure Career Program Management & IDP sustainment

**WAYS (Lines of Operation)**

**END**
- NWC
- NSC — *Provide Secure, Reliable, Interoperable IT Enterprise*
- Sustain Quality of Life for Soldiers, Civilians and Families
- Ensure Horizontal & Collaborative Knowledge Sharing
- Provide Innovative & Adaptive Future Focused Leaders